

Delta College Strategic Plan and Budget 2016-2017



Delta College

DELTA COLLEGE

**FY 2016-2017
Strategic Planning
& Budget**

University Center, Michigan

Cover Design by
Luke Goodrow

DELTA COLLEGE is one of twenty-eight (28) community colleges in the state of Michigan. It currently has full time equivalents (FTE) around 6,300 and produces approximately 182,300 credit hours per year. The staff includes approximately 491 full-time employees of which 208 are faculty. Delta ranks as the 9th largest community college in the state.

Delta is a comprehensive community college, which offers transfer curriculum, occupational training, adult enrichment classes and a variety of other community services. The College offers certificates and associate degrees in a wide range of program areas which are listed in the appendix.

The College's district is the Great Lakes Bay Region, encompassing the counties of Saginaw, Midland and Bay in Michigan. The College's Corporate Services Division provides training throughout the state and internationally. The 640 acre main campus is located in rural Bay County about equidistant from each of the major cities. In 1990, the College made a commitment to expanding access and developing a presence in each of the three major cities by acquiring or leasing facilities.

The Delta College Midland Center was purchased in 1991 through a bond sale. It is a renovated Catholic elementary school with about 25,000 square feet. In 1997, the College opened the 30,000 square foot Planetarium and Learning Center in Bay City that was built with funds provided by National Aeronautics and Space Administration (NASA). The College also leases the Ricker Center in Saginaw from the School District of the City of Saginaw. The Ricker Center is a multi-purpose facility providing classrooms, a computer lab, a science lab, and student support services. These facilities provide the presence needed in each of the three cities and decreases the demand for classroom and office space on the main campus.

Maps of the main campus and each of the centers are included in the section called "Other".



DELTA COLLEGE BOARD OF TRUSTEES

- Bay County:** Michael D. Rowley, Chair; Diane M. Middleton;
Edith (Dee Dee) Wacksman
- Midland County:** Michael P. Nash, Vice-Chair; Kimberly R. Houston-Philpot;
Mary C. Morrissey
- Saginaw County:** The Rev. Dr. Robert L. Emrich; Karen L. Lawrence-Webster;
R. Earl Selby
- President:** Dr. Jean Goodnow

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

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July 1, 2015

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to Delta College for its annual budget for the fiscal year beginning July 1, 2015.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

DELTA COLLEGE

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Dear Colleagues and Constituents:

Delta College has prepared a balanced budget for 2016-17, with overall revenues meeting or exceeding expenditures. The overall budget is \$107,269,960 million (all funds), with \$66,779,471 million in the General Fund. The College maintains reserves at recommended levels and continues to set aside the necessary funds for facility maintenance and to address potential revenue reductions. The College has maintained its ongoing financial philosophy of not incurring debt for new construction, renovations, operations, or maintenance.

Revenue:

The State of Michigan continues to address a challenging economic climate with the reinvention of manufacturing jobs and a successful manufacturing environment once dominated by the automotive industries. In 2016-17, community college funding is expected to increase by 1.4%.

In 2014, Michigan voters approved a phase out of personal property tax. Property tax revenues are expected to increase by .95% after the State begins reimbursement in 2016 for these revenue losses. This contrasts significantly with historical trends in which property tax values were greater than inflation until 2006-07. Delta College also relinquishes a large portion of tax revenues (approximately \$1 million annually) due to property tax reductions granted for economic development purposes (tax abatements and Downtown Development tax captures).

The College has a philosophy of providing high quality instruction and educational services for our students at a reasonable cost. In 2015-16, the Board approved increases in in-district tuition in the amount of \$2.00 per credit hour. The Board has approved a modest increase of \$3.00 per credit hour in in-district tuition for the 2016-17 year. Delta College tuition remains the lowest of any higher education institution in the Great Lakes Bay Region and among the lowest in the State.

Ongoing enrollment declines, reflecting a general population decline in the region as well as predicted declines in high school graduates is the primary factor driving overall revenue declines. A projected loss of 4.1% or 7,700 credit hours in 2016-17 equates to an approximate loss in tuition and fee revenue of \$1,540,000. Even with a modest tuition increase and slight increases in state funding and property tax revenue, overall total revenue will increase by 1.8%.

Expenditures:

Increases in the cost of instruction, technology, energy, retirement contributions, and health insurance continue to place pressure on the College budget. As resources are allocated, attention is paid to assure that the College is able to continue strong support for learning as its core mission.

Campus Renovations:

Extensive campus renovations have taken place over the past 10 years to modernize, upgrade, and expand facilities. In 2011-12, the College requested and received approval from the State to begin the planning phase to renovate the Allied Health Building that opened in the mid-1970s. In fall 2013, the College completed a \$20 million renovation project and opened what is now known as the Health Professions Building. This impressive state of the art facility was made possible through funding from the State of Michigan as well as generous donations from our community, including many members of our Delta College faculty and staff.

Budget Priorities:

The College uses a comprehensive Strategic Planning and Budgeting process to identify institutional and budget priorities. Delta College participates in the Academic Quality Improvement Program (AQIP) accreditation process. The Strategic Planning, Budgeting, and AQIP processes will continue to guide our budget planning and resource allocation for 2016-17 and the coming years. These priorities include student success, community focus, sustainability, and people focus.

During the upcoming fiscal year, Delta College will use continuous improvement and process management strategies to prioritize resources, improve operational efficiencies, and improve the cost-effectiveness of operations. Through these strategies, Delta College will maintain high quality instruction and educational services and move forward with new innovations. The College's faculty and staff will continue to provide high quality learning opportunities to positively impact our students and the community. Thank you for 55 years of tremendous support. Delta College looks forward to serving you in the future.

Sincerely,

A handwritten signature in black ink that reads "Jean Goodnow". The signature is written in a cursive, flowing style.

Jean Goodnow, Ph.D
President

DELTA COLLEGE

Budget Planning and Resource Allocation Decisions

The budget process for the upcoming fiscal year begins after fall enrollment data is available. A budget model is developed, based on the best available information for each revenue and expense category and new strategic initiatives are incorporated. The budget model is reviewed and discussed with the President, Executive Council and Budget Cabinet beginning in mid-fall and the budget model assumptions are discussed and updated regularly during the year as new information becomes available.

Enrollment continues to decline. The Michigan economy is continuing its recovery, non-traditional students return to work and the K-12 graduating class sizes are declining commensurate with the loss in regional population from the recessionary years and competition for students among institutions has heightened. Enrollment management and retention plan initiatives are in place to attract an increased percentage of the declining K-12 graduates and adults seeking new skills. However, a drop of 7,700 credit hours has been projected for the upcoming year, a decline of 4.1% and a loss of nearly \$1,200,000 in tuition revenue.

State appropriations are budgeted to increase 1.4%, or \$203,700. In 2013 Michigan voters approved a multiyear phase out of personal property tax. In 2016 the State of Michigan is to begin reimbursement of these revenue losses compared to 2013 values. The net effect is expected to result in a slight overall increase in property tax revenue of .95% across the three-county district.

Delta's Board of Trustees, Budget Cabinet and administration have a long history of focusing on tuition affordability. In-district tuition for FY16-17 has been set at \$99.50/credit hour, an increase of \$3.00/credit hour, keeping Delta's tuition rate below \$100 and below the State average for all Michigan Community Colleges. The modest increase is necessary to partially offset the losses in revenue from declining enrollments and to cover modest inflationary increases as property tax revenues are not increasing at a level of minimal inflation.

On September 4, 2012 Public Act 300 was enacted addressing major reform in the Michigan Public School Employees Retirement System (MPSERS). This complex reform bill addressed many of the long standing and unsustainable components of the system, including the anticipated increase in mandated employer contributions from the planned 27.37% scheduled to be effective October 1, 2012 and projected to increase to over 35% by 2016. The bill offered current employees an election for future pension and health benefits, accompanied by varying levels of employee contributions. After all elections were made, the college's effective contribution rate approximates 25.56% of salary and applies to current and future employees, regardless of whether they elect to participate in the defined benefit or defined contribution plan until the systems \$40 billion unfunded actuarially accrued liability is funded. Retirement related benefit costs, including Federal Social Security add over 33% of expense to each wage dollar paid for all MPSERS employees.

Fiscal constraint and resource reallocation have played important roles in budget management during this era of economic strain in Michigan. The budgeting process focuses on student success and student learning as outlined in the College vision, mission, values, guiding principles and strategic initiatives. Recommendations for cost saving measures, funding reallocations and replacement revenues are solicited from all faculty and staff, with a commitment to bring each idea forward for consideration by the Executive Council. Specific reductions in spending and resource reallocations have been components of the annual budget process for the past decade. The FY16-17 balanced budget plan incorporates spending reductions totaling \$1,492,000 and maintains all existing programs and services.

DELTA COLLEGE

Budget Planning and Resource Allocation Decisions

(Continued)

In FY 11-12, the college transitioned medical insurance to a self-funded payment model from a fully insured/experience rated model, generating substantial one time and ongoing annual savings. Medical insurance continues to be managed with a focus on creating consumer awareness, wellness and involvement. The Delta College Benefits Committee, with representation from all employee groups meets annually to stay abreast of the healthcare landscape and benefit design alternatives. Their Committee Report of 2015 identified plan design alternatives for implementation that would result in additional cost savings. Effective July 1, 2015 the employee contribution toward medical insurance increased to 20% of premium. Effective January 1, 2016 the \$250/\$500 deductible became a first dollar deductible and an optional Flexible Spending Card was offered to enhance ease of use and participation in the existing Flexible Spending Program. Delta's ongoing benefit design changes and current employee contributions place the college safely below the Public Act 152 limitations on public employer payments for employee medical insurance enacted in 2011.

Facility maintenance and equipment replacement has been an important priority in recent years as the college celebrated its 50th anniversary in 2011. In 1996-97 a long term goal was established to commit approximately 5% of the budget or about \$2-3 million annually to a Facility Maintenance and Equipment Replacement Fund for capital asset life cycle replacement. Current appraised replacement value for the College buildings and contents total \$297 million. A simple 30 year life-cycle replacement for the entire value would require \$10 million be reserved annually. The College currently allocates \$1 million annually for this purpose. An additional \$1 million is budgeted toward the State required match on capital renovation projects. Upon completion of all Master Plan renovations, this \$1 million annual allocation will transfer to the Facility Maintenance and Equipment Replacement Fund for a total allocation of \$2 million annually for life cycle replacement of buildings and equipment. Additionally, any excess revenues over expenditures beyond those needed to maintain a 10% General Fund Reserve Balance are transferred to the Plant Fund at the end of each fiscal year in an effort to provide a funding mechanism for facility life-cycle replacement needs.

During the planning phase and upon completion of a draft Balanced Budget Plan for the upcoming year, Executive Council reviews and discusses a Five-Year Budget and Forecast Model. The current year Balanced Budget Plan and Five-Year Budget and Forecast is also reviewed and discussed with the Board of Trustees a month in advance of presentation of the annual budget and vote of adoption.

DELTA COLLEGE

Budget Planning and Resource Allocation Decisions

Sources of Savings and New Funds

Sources of Savings & New Revenue

<u>Description</u>	<u>Amount</u>	Strategic	
		<u>Focus Area</u>	<u>Cost Center</u>
Investment Income Rates Up	\$ 90,000	S	Revenue
Delinquent Property Taxes Down	125,000	S	Revenue
\$5 Registration Fee Remains in General Fund, not to Plant Fund	40,000	S	Revenue
Increase Credit by Portfolio & Exam Rate Charged	6,875	S	Revenue
State Funding for MPSERS Retiree Healthcare component	91,500	S	Revenue
Online Course Offerings Increase and Related Revenue	38,000	SS	Revenue
Faculty Vacancies Not Replaced (3 FTE)	309,769	S	Various
Faculty Vacancies/Replacements (9 FTE)	218,604	S	Various
You've Got This Campaign Discontinued	17,334	S	5622
Fitness & Recreation Center Part-Time Staff Hours	4,000	S	5672
Academic Admin Support Reorganization	8,000	S	Various
Eliminate Blackboard Analytics & License	28,975	S	6745
Adjust \$2 Technology Fee/Life-Cycle Replacement for Enrollment Change	20,000	S	4599
Sustainability Energy Savings Reduced Utilities Budget	53,000	S	7782
Reduce Faculty Release Time	84,827	S	1127
Testing Forms	4,000	S	5617
English 111 Contact Hour Requirement Change	126,829	S	1127
Office of Information Technology Computer Labs Part-Time Staffing	8,000	S	4522
Center for Organizational Success Supplies	1,500	S	4551
Senate Office Supplies	1,000	S	6747
Administrative Services Part-Time Staffing	1,500	S	6760
50+ Lifelong Learning Cost Center No Longer Used	27,479	S	5665
LLIC Summer Hours Reduced	3,617	S	4530
HDMI Conversion with One-Time Dollars/Remove Annual Allocation	50,000	S	1124
Facilities Vacancy/Replacement	2,218	S	7780/6748
Human Resources Vacancy/Replacement	1,597	S	6746
Scheduling Vacancy/Replacement	1,825	S	4518
Center For Organizational Success Vacancy/Lynda.com	7,836	S	4551
Computer Life-Cycle Replacement Fewer Units ONE YEAR ONLY	29,000	S	1126
Planetarium Part-Time Wages	10,000	S	3588
Library Supplies	1,500	S	4530
Ricker Center Supplies	15,000	S	5660
Testing Part-Time Wages	15,000	S	4526
Testing Student Wages	5,625	S	5669
Testing Supplies	15,000	S	5669
Software Maintenance Adjust Estimate to Actual Maxient	6,500	S	5626
Software Maintenance Adjust Estimate to Actual CRM	20,871	S	5626
Total Savings	\$1,491,781		

SS-Student Success CF-Community Focus S-Sustainability PF-People Focus

DELTA COLLEGE

Budget Planning and Resource Allocation Decisions

Sources of Savings and New Funds

New Strategic & Operational Funding

<u>Description</u>	<u>Amount</u>	Strategic	
		<u>Focus Area</u>	<u>Cost Center</u>
Adjunct Pay Increase \$10/hour	\$ 50,000	PF	1126
D2L to Cloud Based System Annual License Increase	60,000	SS	4515
R25 to Cloud Based Annual License Increase	14,100	SS	1125
R25 to Cloud Based Conversion/Professional Services ONE YEAR ONLY	15,000	SS	1125
R25 to Cloud Based Training ONE YEAR ONLY	18,900	PF	1125
Electronic Course Catalog Maintenance Fee	10,000	SS	1125
Adobe Creative to Cloud Based License Increase	15,000	SS	1124
Ellucian Product ESSA Increase	16,783	SS	6745
Ellucian Annual CPI Increase	11,020	SS	Various
Contribution to Agriculture Tech Coordinator 50% with MSU	36,000	CF	4511
Secondary Education Specialist Dual Enrollment	11,000	CF	4521
Prison Pell Liaison Advisor Position	70,000	CF	5614
Retention Management Software	77,000	SS	5626
Retention Implementation Professional Services ONE YEAR ONLY	37,275	SS	5626
CST Networking Class Upgrades/Maintenance Fee	3,000	SS	1124
Colleague Self-Service Financial Aid HUB ONE YEAR ONLY	26,375	SS	5626
Colleague ESSA Annual Maintenance	3,500	SS	6745
Technology Fee Revenue \$1/Credit to Fund Technology Life-Cycle Repl	180,000	SS	4599
Reserve One-Time Capital If Achieve Enrollment Goal	343,988	S	7799
Total New Funding	\$998,941		

On-Going Strategic & Operational Funding

<u>Description</u>	<u>Amount</u>	Strategic	
		<u>Focus Area</u>	<u>Cost Center</u>
Instructional Computer 4-Year Replacement Life-Cycle Funding	130,925	SS	1124
Achieving the Dream Initiative Match	48,315	SS	5627
Facility Maintenance & Equipment Replacement	1,000,000	S	7799
Renovation Match	1,000,000	S	7799

SS-Student Success CF-Community Focus S-Sustainability PF-People Focus



Message from Budget Cabinet Chair

It is on behalf of myself and the Delta College Budget Cabinet members that I write this letter. It is an honor to serve as Budget Cabinet Chair during the 2015-16 planning cycle. Members have worked diligently and thoughtfully to make responsible recommendations that address declining enrollment for the sixth consecutive year along with other funding challenges. As always, our goal is to support the mission, vision and values of Delta College, while continuing our tradition of excellence and affordability.

The College's General Fund depends on three revenue sources: tuition and fees, state appropriations and property taxes from Bay, Midland and Saginaw Counties. Since peak enrollment in 2009-10 due to difficult economic conditions, enrollment has declined each year with an additional 4% drop projected for the 2016-17 year. The budget is based on an enrollment projection of 183,200 credit hours. State appropriations have included very modest increases, if any, in recent years, while property tax values have declined or remained stagnant. This has caused an increasing reliance on tuition and fees, which now make up 41% of the budgeted revenue.

Tuition and fees have been held to very affordable levels for many years as costs have continued to increase. In an effort to be realistic and responsible, and to make up for the lower enrollment projection, Budget Cabinet members have recommended a modest increase for the 2016-17 year.

Spending savings have been planned in many areas of the College. After careful review with our priority to sustain quality instruction and services, several one-time and on-going spending requests were approved to help maintain currency of technology and equipment resources.

With these recommendations, it is with pleasure that Budget Cabinet members send forward a balanced budget plan that is responsible to all stakeholders. To maintain transparency and trust, minutes from all Budget Cabinet meetings are available online.

I would like to sincerely thank all Budget Cabinet members for their conscientious efforts and valuable contributions during this year's planning cycle. Cabinet members include representatives from the Board of Trustees, faculty, administration and staff. Also, special thanks to Deb Lutz for her expertise and guidance, the Finance Department for their supporting work, and to all others for their contributions to the planning process.

Respectfully,

Toni Clegg
Budget Cabinet Chair

DELTA COLLEGE BUDGET CABINET 2015-2016

Tim Allen.....Chair of FEC 2016
Jan Badour Chair of SSEC 2016
Wendy Baker Faculty-at-Large appointment through 6/16
Q Beckman Faculty-at-Large appointment through 6/16
Pam Clark..... Executive Director of Institutional Advancement
Toni Clegg Chair of Budget Cabinet
 & Faculty-at-Large appointment through 6/16
Russell Curley..... Dean of Enrollment Management
Mike Faleski..... Faculty-at-Large appointment through 6/17
Floyd HoffmanChair of ECAPS 2016
Tom Kienbaum Representative of Facilities Maintenance Union
Greg Luczak..... Manager of Finance - Academics
Debra LutzVice President of Business & Finance/Treasurer
Marcia Moore..... Chair of Chairs
Margaret Mosqueda.....Vice President of Student & Educational Services
Mike Nash.....Board of Trustees (alternate Mike Rowley)
Virginia PrzygockiServing in place of Vice President of Instruction
 & Learning Services
David Redman Chair of Faculty Salary Committee 2016
Andrea Ursuy.....Assistant to the President/
 Director of Institutional Effectiveness
Barb Webb.....Information Technology Contract Administrator
Eric Wiesenauer Faculty-at-Large appointment through 6/17

NOTES

STRATEGIC PLANNING

2015-19

Year 2

Delta College Strategic Plan



1961 Delta Road

University Center, MI 48710

Delta College Strategic Plan 2015-2019 – Year 2

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Strategic Planning at Delta College

Delta College has implemented a systemic strategic planning process that supports the mission, vision, and values; is aligned horizontally and vertically throughout the organization; integrates environmental scanning, resource allocation, and resource development; and effectively implements coordinated action plans that improve the College's programs and services. Action plans are measurable and benchmarked externally to support Delta College's commitment to be a high-performing institution. During the planning process, College leaders implement practices that encourage excellence, innovation, agility, assessment, and engagement to continually improve performance.

Strategic Planning & Institutional Effectiveness Steering Committee



Tim Allen – FEC Chair; **Justin Bamberg** – Senate Vice President & SSEC Chair; **Dr. Russell Curley** – Dean of Enrollment Management; **Dr. Reva Curry** – Vice President of Instruction & Learning Services; **Dr. Michael Faleski** – Academic Assessment



Dr. Jean Goodnow – President; **Janis Kendziorski** – Faculty-at-Large Member; **Deb Lutz** – Vice President of Business & Finance; **Dr. Marcia Moore** – Chair of Chairs; **Margaret Mosqueda** – Vice President of Student & Educational Services



Dave Peruski – Dean of Teaching & Learning; **Kay Schuler** – Administrative Assistant, President's Office; **Leslie Shrier** – Administrative Assistant, VPILS and AQIP; **Andrea Ursuy** – Director of Institutional Effectiveness; **Michael Wood** – Director of Institutional Research

Delta College Mission, Vision, and Values

The Delta College Board of Trustees adopted the current Mission on April 12, 2012, and the Vision and Values statements on May 9, 2006.

Mission

Delta College serves the Great Lakes Bay Region by educating, enriching and empowering our diverse community of learners to achieve their personal, professional and academic goals.

Vision

Delta College is our communities' first choice to learn, work, and grow.

Values

Delta College is a diverse learning-centered community based on integrity and respect. From a foundation of leadership, we use innovation and teamwork to achieve excellence.

- **Diversity:** We actively promote, advocate, respect and value differences. We foster a welcoming environment of openness and appreciation for all.
- **Integrity:** We are committed to honesty, ethical conduct, and responsibility.
- **Respect:** We stand for trust, caring, loyalty and academic freedom.
- **Excellence:** We support outstanding achievement in our students, employees, and communities. We have a passion for quality and strive for continuous improvement.
- **Leadership:** We create and communicate inspirational visions for results. We are accountable to our communities.
- **Innovation:** We rejoice in creative change. We are flexible, agile, and risk-taking.
- **Teamwork:** We foster communication and collaboration across boundaries, and support shared governance.
- **Learning-centered community:** We are an engaging, inclusive, diverse learning organization. We focus on academic excellence, civic responsibility and community leadership.

Environmental Scanning

Environmental scanning is a critical component of strategic planning. It creates the foundation for the College to provide quality services and resources to effectively serve its constituents, provides information for data-driven decision making, and supports programmatic and budget decisions for the current and upcoming fiscal years.

Environmental scanning is not just the responsibility of one person at Delta College, it is the responsibility of all. It is an integral part of both the Executive Council and the Strategic Planning and Institutional Effectiveness Steering Committee's activities. All employees are encouraged to share environmental scanning information via an electronic form on the College portal site via the Institutional Research page.

The College has identified economic, educational, and social indicators that are considered at the local/regional, state and national levels. While most heavily used during the strategic planning process, environmental scanning is also used on a regular basis where it shows activities in the communities that may act as an opportunity or threat to the College.

In January of 2015, the College engaged in an intensive environmental scanning process. The scan included an analysis of both internal and external trends and a review of our stakeholder's opinions of the College.

Stakeholder feedback was gathered through the following methods:

- Individual interviews with all Trustees
- Interviews with parent/students representing Bay, Midland, and Saginaw Counties
- A focus group with community leaders and partners representing Bay, Midland, and Saginaw Counties
- Three focus groups with educators (one with Bay County Educators, one with Midland Educators, and one with Saginaw Educators)
- Delta College faculty and staff survey
- Delta College current student survey
- Delta College alumni survey
- Prospective student survey (those who applied to Delta, but did not attend)
- Delta College website survey

The analysis resulted in over 2,000 touch points in our community. The completion of the 2015 environmental scan was the first step in the creation of the 2015-19 Strategic Plan.

Strategic Planning Context - The Great Lakes Bay Region

To support Delta College's environmental scanning and strategic planning processes, a brief description of the College's service district (Bay, Midland, and Saginaw Counties) demographics will help to set the context for environmental scanning and the implications identified.

Population: According to US Census data, the region's population has declined by an estimated 2.3% since the 2010 census. The number of high school students has decreased due to lower birth rates and increasing high school dropout rates. This has led school districts to close more schools and to close or merge entire districts. Simultaneously, the district's population is aging as a greater percentage of the residents are aged 55 and above.

Employment: The tri-county region's current unemployment rate is 5.6% which is higher than the state and national unemployment rates (each at 5.1%). While there has been a decline in the unemployment rates from record highs a few years ago, the area still lags behind. Recent events also show a slight decline in the labor force as local industry makes adjustments.



Educational Attainment: Only 22.3% of Great Lakes Bay Region residents aged 25 and above have earned a bachelor's degree (Bay County 18.6%; Midland County 32%; and Saginaw County 20.1%) compared to the state average of 26.4% and the national average of 29.3%. There is a disconnect between residents' educational levels and the post-secondary skills required by employers in the region's "new" economy. Jobs that previously required a high school diploma now require a minimum of an associate degree due to automation, sophisticated equipment, required quality processes, and critical thinking/problem solving skills. Regional employers are concerned that we will not have a qualified workforce for the "new" jobs.

Income: With the decline in automotive manufacturing, income levels have declined and the percentage of residents in situational poverty has increased. With the exception of Midland County (\$52,613), median incomes in Bay (\$45,715) and Saginaw (\$43,566) are below the State (\$49,087) and national (\$53,482) averages. The Great Lakes Bay Region's poverty rate is 16% which is slightly lower than in Michigan (16.2%), but higher than the United States (14.8%).

Strategic Focus Areas

Delta College's four strategic focus areas were initially identified in 2006 with input from a community-wide group of constituents. In 2012, the Strategic Planning and Institutional Effectiveness Steering Committee validated the importance of these focus areas.

In 2015, the College conducted an extensive environmental scan that resulted in over 2,000 touch points in our community. The Executive Council and members of the Strategic Planning and Institutional Effectiveness Steering Committee utilized this input as well as the results of an in-depth SWOT analysis, and analysis of the College's key challenges and advantages in making the decision to continue to focus in these four areas for the 2015-19 Strategic Plan.

Delta College's four strategic focus areas establish the foundation for the initiatives and action projects that are part of the Delta College Strategic Plan.

The four strategic focus areas are:



Student Success

Promoting success for all students, in the classroom, and in life



Community Focus

Understanding and responding to our communities' needs



Sustainability

Using all resources in an efficient and sustainable way



People Focus

Respecting and growing our people personally, professionally, and organizationally

Strategic Initiatives Overview 2015-2019

Delta College's strategic initiatives provide a broad, goal-oriented description of the way in which the College is working to attain success in each of our four identified strategic focus areas.

For the 2015-19 strategic plan, the College has identified 10 strategic initiatives. To accomplish these initiatives, institutional action projects have been developed. Action projects can be short-term or long-term and as they are completed, new projects will be identified. At this time, there are 14 institutional action projects that the College will focus on.

The strategic initiatives are listed below.

Student Success

- 1.1 Increase student enrollment and retention of current students.
- 1.2 Increase degree/certificate completion and/or transfer rates of students.

Community Focus

- 2.1 Increase Delta College's competitive advantage.
- 2.2 Utilize Delta College's off-campus centers to meet the educational needs of the community.
- 2.3 Increase collaboration with K-12 and post-secondary educators to understand their needs and strengthen our partnerships.
- 2.4 Meet the needs of area employers and provide support for economic development in our region.

Sustainability

- 3.1 Expand, promote, and codify sustainability across the curriculum.
- 3.2 Conduct all operations in an agile and sustainable manner.
- 3.3 Increase the use of data and benchmarking to promote the efficient use of resources.

People Focus

- 4.1 Increase the capability and diversity of the workforce to achieve high performance characterized by an engaged and satisfied faculty and staff.

Student Success

promoting success for all students, in the classroom, and in life



Institutional Action Projects

Student Success

Initiative 1.1 : Increase student enrollment and retention of current students

Action Project 1.1 – 1 : Develop, implement, and assess strategies to positively impact enrollment		
Description of Action Project	Develop measureable strategies to impact enrollment. Implement strategies. Assess effectiveness of strategies and modify as appropriate.	
Champion(s)	Dr. Reva Curry, Dave Peruski, Dr. Russell Curley	
Champion's Approach for Implementation	Cross-Functional Team	
Resources	Guided Pathways Leadership Team, Division Chairs, Counseling and Advising, CRM	
Short-term or long-term?	Long-term – more than 1 year to implement	
Outcome Measures	Baseline	Measures of Success
	<ol style="list-style-type: none"> Existing strategies to maintain current enrollment Retention rate fall to fall: 53.61% Voluntary Framework of Accountability (VFA) 6 year completion rate (Fall Students 2008): 19.6% Existing K-12 partnerships Guidelines for implementing Guided Pathways 	<ol style="list-style-type: none"> Develop a minimum of 4 new strategies with a goal of stabilizing or increasing current enrollment by December 30, 2015. Increase fall to fall retention by 2% by December 2017. Increase completion rates by 2% by May 2018. Create and implement a plan to increase partnerships and pipelines between Delta College and K-12

Initiative 1.2 : Increase degree/certificate completion and/or transfer rates of students

Action Project 1.2 – 1 : Develop and implement initiatives to promote student engagement	
Description of Action Project	Opportunities for student engagement will continue to be developed and expanded to increase student's feeling of belonging.
Champion(s)	Jonathan Miller
Champion's Approach for Implementation	Cross-Functional Team
Resources	Allison Ginter, John Neal, Kristy Nelson, and Faculty

Short-term or long-term?	Long-term – more than 1 year to implement	
Outcome Measures	Baseline	Measures of Success
	<ol style="list-style-type: none"> 1. Current engagement levels (to be measured using the clubs and organizations module). 2. Current number of opportunities for engagement is unknown. 3. Average number students participating in opportunities per academic year unknown. 	<ol style="list-style-type: none"> 1. Training and utilization of the Colleague Clubs and Organization Module will occur by December 2016. 2. Analyze and increase the number of student engagement opportunities. 3. Analyze and increase participation in student engagement opportunities at both the main campus and learning centers by Fall 2017.

Action Project 1.2 – 2 : Implement Guided Pathways		
Description of Action Project	Guided Pathways is an initiative that will help us align our student success objectives and initiatives. This action plan will focus on giving our students a clear vision from entry to completion.	
Champion(s)	Dave Peruski, Dr. Russell Curley	
Champion's Approach for Implementation	Cross-Functional Team	
Resources	Division Chairs, Counseling and Advising, Guided Pathways Leadership Team	
Short-term or long-term?	Long-term – more than 1 year to implement	
Outcome Measures	Baseline	Measures of Success
	<ol style="list-style-type: none"> 1. Create Curriculum Tracks 2. Create interest grouping 3. All students will be enrolled in a specific interest group pathway 	<ol style="list-style-type: none"> 1. Each program will have one established curriculum track (pathway) by Fall 2015 2. All areas of study will be placed into an interest grouping by May 2016 3. All new students will be enrolled in a specific interest group pathway by Fall 2016



Community Focus
understanding and responding to our communities' needs

Community Focus

Initiative 2.1 : Increase Delta’s competitive advantage

Action Project 2.1 – 1 : Implement strategies to assess and develop aspects of our competitive advantage		
Description of Action Project	<ul style="list-style-type: none"> • Integrate the yearly plan for Delta staff to provide visibility at community events (on and off campus) that can impact educational programs or financial success • Implement a training program (that includes a yearly refresher) and deliver to appropriate groups 	
Champion(s)	Dr. Jean Goodnow, Pam Clark, Loyce Brown	
Champion’s Approach for Implementation	Cross-Functional Team	
Resources	Delta College Leadership, Human Resources	
Short-term or long-term?	Short-term – 1 year	
Outcome Measures	Baseline	Measures of Success
	<ol style="list-style-type: none"> 1. Focused plan for engagement in place 2. Executive Council trained 	<ol style="list-style-type: none"> 1. Communicate focused plan as appropriate (annual cycle beginning in Fall 2016) 2. Identify appropriate stakeholders for training 3. Staff training on how to engage contacts, with consistent messaging conducted by November 1, 2016 4. Defined attendance metrics will provide Delta College with the opportunity to: <ul style="list-style-type: none"> - build recognition with major community organizations identified in the plan - increase leadership participation with business and economic organizations

Action Project 2.1 – 2 : Launch a redesigned college website that highlights our competitive advantage in courses/programs, staffing, and delivery		
Description of Action Project	<ul style="list-style-type: none"> • Implement and operationalize new content management system (CMS) software • Organize content and site structure for ease of navigation • Improve functions for calendar, future student prospecting and academic programs • Improve consistency of content standards across all pages 	
Champion(s)	Leanne Govitz	
Champion's Approach for Implementation	Lead Department	
Resources	<ul style="list-style-type: none"> • Website Redesign Task Force – 19 faculty and staff from across the College • OIT support for CMS (as needed) • Content contributors from across the College – move content to Portal or new site 	
Short-term or long-term?	Short-term - 1 year	
Outcome Measures	Baseline	Measures of Success
	<ol style="list-style-type: none"> 1. Outdated CMS 2. Difficult to navigate – A to Z index accessed 187,571 times 3. Limited content standards 4. Unorganized content 5. Limited faculty and staff directory information 	<ol style="list-style-type: none"> 1. New, functional CMS implemented by August 2016. 2. Improve intuitive navigation, decrease the number of times the A to Z index is accessed by 10% by May 2017 3. Establish content governance and approval process and communicate to the College Community by Fall 2016. 4. Develop and implement an audience-driven web content strategy that improves information sharing by December 2016. 5. Implement a searchable directory which highlights faculty and staff by May 2017.

Initiative 2.2 : Utilize Delta College’s Off-Campus Centers to meet the educational needs of the community

Action Project 2.2 – 1 : Construct and implement a new Saginaw Center to meet the educational needs of the largest service county		
Description of Action Project	<ul style="list-style-type: none"> • Strategic evaluation of Learning Center sites, criteria for the new Saginaw Center building, selection of Downtown Zone and site selection criteria completed. • Matching funds to be awarded from the State and/or other sources. • Site to be identified. • Construction plan and timeline initiated. • Resource allocation for new Center reflected in College budget. • Programs identified for the new Saginaw Center and are complimentary to programs at University, Bay City, and Midland Centers. • Increase Academic Scheduling Efficiency • Develop appropriate Faculty, A/P, and support staffing to ensure success • Engage the Community • Create Center Branding • Opening semester identified. 	
Champion(s)	Dr. Jean Goodnow, Dr. Reva Curry, Deb Lutz, Margaret Mosqueda	
Champion’s Approach for Implementation	Cross-Functional Team	
Resources	Centers Team	
Short-term or long-term?	Long-term – more than 1 year to implement	
Outcome Measures	Baseline	Measures of Success
	<ol style="list-style-type: none"> 1. Matching funds awarded 2. Site identified 3. Project Designed and Construction Timeline Established 	<ol style="list-style-type: none"> 1. Project included in State Appropriations Act 2. Recommendation made and Board Approved 3. State Approval of Schematic Design, Final Design and Bids Awarded

Initiative 2.3 : Increase collaboration with K-12 and post-secondary educators to understand their needs and strengthen our partnerships

Action Project 2.3 – 1 : Assess current outreach activities with K-12 and post-secondary partners in order to develop and implement a plan which maximizes our competitive advantage

Description of Action Project	<ul style="list-style-type: none"> • List current outreach activities by high school and post-secondary partners and identify gaps which can be strengthened through visitation, planning and follow-up. • From the gap analysis, identify 3 high school districts within each of the 3 counties: Bay City, Midland, and Saginaw, to conduct a personal visit with the superintendent by VP Curry, VP Mosqueda, and the Dean of Enrollment Management. Total 9 schools per year. • Discuss and prioritize mutually beneficial strategies to strengthen partnerships, improve recruitment retention of area high school students, and maximize competitive advantage. • Implement 3 strategies and report on results during a follow up meeting with the superintendents. 	
Champion(s)	Dr. Reva Curry, Margaret Mosqueda, Dr. Russell Curley	
Champion’s Approach for Implementation	Cross-Functional Team	
Resources	Division Chairs, Director of Admissions, Director of Counseling and Advising	
Short-term or long-term?	Long-term – more than 1 year to implement	
Outcome Measures	Baseline	Measures of Success
	1. Percentage of graduating class from area high schools in Bay, Midland and Saginaw Counties that attend Delta.	1. Improve percentage rate of students from high schools that are actively involved in the VP/Dean and Superintendent collaboration by 2% for the fall semester over the previous year.

Action Project 2.3 – 2 : Determine needs of adult learners and dual enrollment students

Description of Action Project	<p>A. Scheduling efficiency (at main campus and centers)</p> <ol style="list-style-type: none"> 1. Examine course taking patterns, including high demand courses with wait lists, section frequency which may split students into class sizes that are too small. 2. Examine classroom and building utilization patterns to identify ways to improve scheduling efficiency. <p>B. Program delivery</p> <ol style="list-style-type: none"> 1. Identify programs that can be transitioned into online delivery through converting one-three courses.
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	<ol style="list-style-type: none"> 2. Develop effective online orientation strategies that improve persistence in online courses. 3. Identify Learning Center pathways where students have the option to complete certificates or degrees at a Learning Center through a combination of face to face and online courses. <p>C. Create specialized workshops that focus on the needs of adults</p> <ol style="list-style-type: none"> 1. Collaborate with Michigan Works, social service agencies, community groups, area churches, and Delta advisory boards to identify adult demographics for comprehensive outreach. 2. Convene open houses at University Center and one Learning Center each year as part of adult outreach strategy. 	
Champion(s)	Dr. Reva Curry, Margaret Mosqueda, Dr. Russell Curley	
Champion’s Approach for Implementation	Cross-Functional Team	
Resources	Division Chairs, Director of Admissions, Director of Learning Center, Director of Counseling and Advising	
Short-term or long-term?	Long-term – more than 1 year to implement	
Outcome Measures	Baseline	Measures of Success
	<ol style="list-style-type: none"> 1. The current number of cancelled courses at University, Saginaw, Bay and Midland Centers. 2. Age 25-45 student population at University Center, Saginaw, Bay and Midland Centers 3. Online certificate (4) and associate programs (9) 	<ol style="list-style-type: none"> 1. Cancelled courses reduced by 25% from AY2015-16 compared with AY2014-2015 2. Increase 25-45 student population by 5% from Fall to Fall 3. Increase number of fully online programs by 2 each year.

Initiative 2.4 : Meet the needs of area employers and provide support for economic development in our region

Action Project 2.4 – 1 : Increase our face-to-face engagement with our employers to identify core competencies needed for employment in the Great Lakes Bay Region in STEM

Description of Action Project	<ul style="list-style-type: none"> • The Dean of Career Education and Learning Partnerships engages in level 2 DACUM Facilitator training. The Director of Corporate Services becomes a certified DACUM Facilitator. • DACUM stands for Developing a Curriculum. It is a three step process that identifies major competencies and related skill sets needed for any training and education required for an occupation. The first step is to analyze the duties and tasks of the occupation with industry personnel in order to profile the occupation. This step also identifies required competencies and skill sets. The second step involves validation of the
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	<p>skills and competencies by other industries and/or workers. The final step is to use the created list to analyze, improve or develop a curriculum for the occupation studied.</p> <ul style="list-style-type: none"> • Build and integrate a process and cycle for future implementation with other identified top employers of the Great Lakes Bay Region with a goal of continuing to identify skill sets and core competencies for specific roles in business and industry throughout the region • Corporate Services will use our business relationship in order to gather, share data and promote Academic and Corporate Service programming. 	
Champion(s)	Dr. Reva Curry, Jennifer Carroll, Ginny Przygocki	
Champion’s Approach for Implementation	Cross-Functional Team	
Resources	Division Chairs, STEM Initiative leaders (through STEM Connector, STEM Explorer, etc.)	
Short-term or long-term?	Short-term - 1 year	
Outcome Measures	Baseline	Measures of Success
	<ol style="list-style-type: none"> 1. Two sets of core competencies or skill sets have been established by Healthcare Agencies/Businesses in the Great Lakes Bay Region. 2. Current process is a “pilot” program 	<ol style="list-style-type: none"> 1. A minimum of 2 additional core competencies to be used for Academic and Corporate Service program assessment, improvement and development will be established in collaboration with area Healthcare Agencies and Businesses in the Great Lakes Bay Region. 2. Integrated process with cycle and timeline in place by Spring 2017.



Sustainability

using all resources in an efficient and sustainable way

Sustainability

Initiative 3.1 : Expand, promote, and codify sustainability across the curriculum.

Action Project 3.1 – 1 : Promote and codify sustainability across the curriculum		
Description of Action Project	<ul style="list-style-type: none"> • Identify opportunities to promote and develop sustainable learning across all academic divisions of the college. • Identify outreach opportunities to enhance the college’s culture of environmental, social, and economic responsibility. • Collect, analyze, and utilize student feedback from sustainability course assessments, and evaluate effectiveness of outreach opportunities. 	
Champion(s)	Linda Petee, Janis Kendziorski	
Champion’s Approach for Implementation	Cross-Functional Team	
Resources	Faculty, staff, students	
Short-term or long-term?	Long-term – more than 1 year to implement	
Outcome Measures	Baseline	Measures of Success
	<ol style="list-style-type: none"> 1. Number of S-related course sections 2. Current outreach activities 3. Existing faculty resources 4. Sustainability Assessment 2.0 	<ol style="list-style-type: none"> 1. Increase number of S-related course sections by 5% per year, and increase faculty involvement by 1 additional faculty person per year. 2. By end of Fall 2015, develop at least 3 new <i>Campus-as-a-Learning-Lab</i> activities to expand learning opportunities. 3. Investigate at least 3 academic resource sites and/or sustainability organizations and incorporate viable student learning opportunities into Delta's faculty resource portal. 4. Tabulate all assessment feedback and communicate results with appropriate faculty or sustainability leaders in a way to create vibrant and evolving student learning activities.

Initiative 3.2 : Conduct all operations in an agile and sustainable manner

Action Project 3.2 – 1 : Improve agility and sustainability		
Description of Action Project	<ul style="list-style-type: none"> • Create a process for review and evaluation of committee structure and purpose with a goal to increase agility and sustainability • Establish college-wide guidelines for managing and conducting meetings 	
Champion(s)	Dr. Jean Goodnow, Deb Lutz, Andrea Ursuy, Loyce Brown	
Champion’s Approach for Implementation	Cross-Functional Team	
Resources	Dr. Reva Curry, Margaret Mosqueda, Pam Clark	
Short-term or long-term?	Short-term – 1 year	
Outcome Measures	Baseline	Measures of Success
	<ol style="list-style-type: none"> 1. No process in place for review and evaluation of committee structure 2. Current number of committees 3. No consistent guidelines for conducting meetings in place. 	<ol style="list-style-type: none"> 1. Establish and implement a process for review and evaluation of committee structure (for committees that are not part of the Senate process). Share committee process with College Community by October 1, 2016. 2. Create an inventory of the current committees and task forces. Reduce the number of committees where possible by October 1, 2016 3. Best practice models researched, college-wide guidelines developed and shared with the College Community by October 1, 2016.

Initiative 3.3 : Increase the use of data and benchmarking to promote the efficient use of resources

Action Project 3.3 – 1 : Create and implement a data dictionary	
Description of Action Project	Create and implement a data dictionary.
Champion(s)	Deb Lutz, Andrea Ursuy, Michael Wood
Champion’s Approach for Implementation	Cross-Functional Team

Resources	Data Domain Stewards, Dave Peruski, Dr. Russell Curley	
Short-term or long-term?	Short-term - 1 year	
Outcome Measures	Baseline	Measures of Success
	<ol style="list-style-type: none"> 1. No formal data dictionary in place 2. No user guide in place 3. No training in place 	<ol style="list-style-type: none"> 1. Draft of data dictionary presented to Executive Council by June 30, 2016. 2. Cross-functional group of faculty and staff provide feedback and comment for consideration by champions and stewards (July 1 – September 30, 2016). 3. “Final” version approved by Executive Council by October 1, 2016. 4. Data dictionary user guide draft established by October 1, 2016. 5. Training created and schedule in place by October 1, 2016



People Focus

respecting and growing our people personally, professionally, and organizationally

Initiative 4.1 : Increase the capability and diversity of the workforce to achieve high performance characterized by an engaged and satisfied faculty and staff

Action Project 4.1 – 1 : Develop a greater understanding of diversity and inclusion		
Description of Action Project	<p>With a goal to educate faculty and staff regarding the extent to which Delta College values differences, strengthen faculty and staff understanding of the aspects of our value of diversity at Delta College by:</p> <ol style="list-style-type: none"> 1. Establishing a Diversity Council that is appointed by the President and has a rotating membership. 2. The Council will: <ul style="list-style-type: none"> • Identify appropriate paths for sharing information regarding diversity on the website and on the student and employee portal. • Serve as a resource to assist the President’s Scholar in attainment of goals set forth by the program guidelines. • Recommend appropriate policies and procedures (as needed) in relation to diversity on campus. • Work with the President to establish benchmarks and measurements relating to diversity of students, faculty, and staff. • Engage College Community in meaningful discussions about diversity through activities such as brown bag lunches, learning cafes, and summits. 	
Champion(s)	Margaret Mosqueda, Scott Lewless, Loyce Brown, Dr. Reva Curry, Kristy Nelson	
Champion’s Approach for Implementation	Cross-Functional Team	
Resources	Human Resources Staff, Center for Organizational Success Staff, Faculty and Staff	
Short-term or long-term?	Long-term - more than 1 year to implement	
Outcome Measures	Baseline	Measures of Success
	<ol style="list-style-type: none"> 1. Current Diversity DVD 2. Current Diversity Website 3. Current Diversity Definition 	<ol style="list-style-type: none"> 1. You-Tube videos relating to various diversity topics will be created and published to appropriate audience paths (through use of web and portal sites) by June of 2017. 2. College-wide definition of diversity will be reviewed and

		revised (as-needed) and communicated by June of 2017.
Action Project 4.1 – 2 : Implement a structured, long-term plan for the College which focuses on improving faculty and staff satisfaction, engagement, and overall morale.		
Description of Action Project	Design and implement a measureable plan for faculty and staff which focuses on improving staff satisfaction, engagement and overall morale.	
Champion(s)	Dr. Jean Goodnow, Loyce Brown, Andrea Ursuy	
Champion’s Approach for Implementation	Cross-Functional Team	
Resources	United to Lead Teams, Human Relations Committee, Leadership from SSEC, ECAPs, and FEC, Center for Organizational Success (COS) Staff, Human Resources Staff	
Short-term or long-term?	Long-term - more than 1 year to implement	
Outcome Measures	Baseline	Measures of Success
	1. No plan in place	1. Plan in place and communicated to the College Community during Learning Days 2016 which may include any/all of the following components: <ul style="list-style-type: none"> - Shared Governance - Best practices from business and industry (and ways in which we can apply them at Delta College) - An ambassadors program - Conflict resolution training - A summit

2015-16 and Mid-Year Reports

The “review” phase is an integral part of our strategic planning process. Action projects that are a part of the 2015-2019 Strategic Plan range from six months to long-term (more than a year to implement). The Strategic Planning and Institutional Effectiveness Steering Committee requires written project updates for each action project, as well as final reports on the results. In addition, the Strategic Planning and Institutional Effectiveness Steering Committee invites project champions to give presentations on their progress throughout the academic year. Those updates foster two-way communication and result in a constant dialogue between committee members and champions. By strategic priority/focus area, the 2015-16 action plans and outcomes at mid-year are as follows:

Student Success

2015-2016 Mid-Year Update Initiative 1.1 : Increase student enrollment and retention of current students

Action Project 1.1 – 1 : Develop, implement, and assess strategies to positively impact enrollment														
Description of Action Project	Develop measureable strategies to impact enrollment. Implement strategies. Assess effectiveness of strategies and modify as appropriate.													
Champion(s)	Dr. Reva Curry, Dave Peruski, Dr. Amie Anderson													
Champion’s Approach for Implementation	Cross-Functional Team													
Resources	Guided Pathways Leadership Team, Division Chairs, Counseling and Advising, CRM													
Short-term or long-term?	Long-term - more than 1 year to implement													
Outcome Measures	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #cccccc;"> <th style="text-align: left; padding: 2px;">Baseline</th> <th style="text-align: left; padding: 2px;">Measures of Success</th> </tr> </thead> <tbody> <tr> <td style="padding: 2px;">1. Existing strategies to maintain current enrollment</td> <td style="padding: 2px;">1. Develop a minimum of 4 new strategies with a goal of stabilizing or increasing current enrollment by December 30, 2015.</td> </tr> <tr> <td style="padding: 2px;">2. Retention rate fall to fall: 53.61%</td> <td style="padding: 2px;">2. Increase fall to fall retention by 2% by December 2017.</td> </tr> <tr> <td style="padding: 2px;">3. VFA 6 year completion rate (Fall Students 2008): 19.6%</td> <td style="padding: 2px;">3. Increase completion rates by 2% by May 2018.</td> </tr> <tr> <td style="padding: 2px;">4. Existing K-12 partnerships</td> <td style="padding: 2px;">4. Create and implement a plan to increase partnerships and pipelines between Delta College and K-12</td> </tr> <tr> <td style="padding: 2px;">5. Guidelines for implementing Guided Pathways</td> <td></td> </tr> </tbody> </table>	Baseline	Measures of Success	1. Existing strategies to maintain current enrollment	1. Develop a minimum of 4 new strategies with a goal of stabilizing or increasing current enrollment by December 30, 2015.	2. Retention rate fall to fall: 53.61%	2. Increase fall to fall retention by 2% by December 2017.	3. VFA 6 year completion rate (Fall Students 2008): 19.6%	3. Increase completion rates by 2% by May 2018.	4. Existing K-12 partnerships	4. Create and implement a plan to increase partnerships and pipelines between Delta College and K-12	5. Guidelines for implementing Guided Pathways		
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1. Existing strategies to maintain current enrollment	1. Develop a minimum of 4 new strategies with a goal of stabilizing or increasing current enrollment by December 30, 2015.													
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5. Guidelines for implementing Guided Pathways														
Mid-Year Update:														
1. Describe accomplishments (to-date) and the current status of this Action Project.														

Efforts to positively impact enrollments have been focused on strengthening partnerships and looking at new program areas. Recently Delta College hosted an event in which Saginaw Public High Schools came to the College to hear about the various opportunities that exist for students. This included a tour of our health and technical, trades, and manufacturing areas. We discussed opportunities to help students who may not otherwise see college as an option to consider Delta College and help them identify a career area. This initiative is being extended to additional high school districts to which will improve partnerships across all three counties. Additionally, Doug Newcombe will be assisting to establish partnerships with various secondary partners.

The Academic Budget Team (ABT) has been identifying ways to enhance course enrollments by examining the Spring and Summer schedule and to market late starting courses and increase our marketing efforts to remind students of options that exist while they are at home during the summer. The ABT is also looking at course fill rates and offerings.

We are beginning to offer courses in Agriculture, as well as two new programs with Diesel Fuel Technology and Surgical First Assistant. All of these are new areas which can bring in new students and increase enrollment.

Dual enrollment opportunities continue to be developed, especially with Swan Valley High School. We are looking at ways to market the Michigan Transfer Agreement (MTA) so that students see this as an option while still in high school or to come to Delta College before going to a 4-year university.

Data is demonstrating that PASS Advising appears to be making an impact on retention. The new CRM module is positioned to help recruit students to the College.

2. Describe your planned next steps for this Action Project. Please note: If you feel this project has been completed, please indicate.

Will continue to monitor present actions and see what impact they have on retention and completion. The concept of monitoring enrollments, retention and completion will be ongoing.

3. What challenges, if any, are you still facing in regards to this Action Project? Are the measures of success that have been set for this project achievable?

It is still too early to identify the impact these efforts have on retention and completion. However, we have established dashboards that can be utilized to see if there are positive changes in this area.

2015-2016 Mid-Year Update
Initiative 1.2 : Increase degree/certificate completion and/or transfer rates of students

Action Project 1.2 – 1 : Develop and implement initiatives to promote student engagement	
Description of Action Project	Opportunities for student engagement will continue to be developed and expanded to increase student’s feeling of belonging.
Champion(s)	Dr. Amie Anderson
Champion’s Approach for Implementation	Cross-Functional Team

Resources	Student and Civic Engagement Office, Director of Learning Centers, Faculty	
Short-term or long-term?	Long-term - more than 1 year to implement	
Outcome Measures	Baseline	Measures of Success
	<ol style="list-style-type: none"> 1. Current engagement levels (to be measured using the clubs and organizations module). 2. Current number of opportunities for engagement is unknown. 3. Average number students participating in opportunities per academic year unknown. 	<ol style="list-style-type: none"> 1. Club and Organization Module will be installed by December 2015. Training and utilization will occur by April 2016. 2. Analyze and increase the number of student engagement opportunities. 3. Analyze and increase participation in student engagement opportunities at both the main campus and learning centers by Fall 2016.
Mid-Year Update:		
1. Describe accomplishments (to-date) and the current status of this Action Project. The Club and Organization Module was installed in December 2015. The Module will be implemented in the Fall 2016 semester after the new Dean of Students is employed.		
2. Describe your planned next steps for this Action Project. Please note: If you feel this project has been completed, please indicate. <ul style="list-style-type: none"> • Train Student Engagement staff in use of the module in Fall 2016 • Begin entering data in Fall 2016 • Analyze the number and quality of student engagement activities for the Fall 2016 and Spring 2017 semesters 		
3. What challenges, if any, are you still facing in regards to this Action Project? Are the measures of success that have been set for this project achievable? The Dean of Students who was the main champion for this project left in December leaving it on hold for the Spring 2016 semester. A search for a new Dean should be completed in Spring 2016. Getting this project back on track will be one of the new Dean's priorities.		

Action Project 1.2 – 2 : Implement Guided Pathways	
Description of Action Project	Guided Pathways is an initiative that will help us align our student success objectives and initiatives. This action plan will focus on giving our students a clear vision from entry to completion.
Champion(s)	Dave Peruski, Dr. Amie Anderson
Champion's Approach for Implementation	Cross-Functional Team
Resources	Division Chairs, Counseling and Advising, Guided Pathways Leadership Team

Short-term or long-term?	Long-term - more than 1 year to implement	
Outcome Measures	Baseline	Measures of Success
	<ol style="list-style-type: none"> 1. Create Curriculum Tracks 2. Create interest grouping 3. All student will be enrolled in a specific interest group pathway 	<ol style="list-style-type: none"> 1. Each program will have one established curriculum track (pathway) by Fall 2015 2. All areas of study will be placed into an interest grouping by May 2016 3. All new students will be enrolled in a specific interest group pathway by Fall 2016
Mid-Year Update:		
<p>1. Describe accomplishments (to-date) and the current status of this Action Project.</p> <p>At this time 88% of all approved programs in the College Catalog have a completed Curriculum Pathway that has been created by the faculty. These pathways are now being reviewed by Counseling and Advising for accuracy to assure all courses are ordered in a fashion that no additional prerequisite courses are needed. They will then be forwarded to the Registrar to be integrated into the Student Planning Module so that students can view the recommended course sequencing and their progress towards their program completion.</p> <p>We are also working on Major Pathways in areas such as history, psychology, sociology, chemistry and others. In total there will be about 18 major pathways in specific discipline areas. These pathways are being formulated to help students with transfers to universities that are interested in accepting our courses for direct credit in these areas. We also see this as an opportunity to strengthen transfers and partnerships with various universities.</p> <p>This project leads to clearer pathways to completion and decreases student confusion as to how they should proceed with obtaining their degree. This will also help in developing future schedules as we will know what courses should be offered in particular semesters so students can stay on track to complete their degree.</p> <p>PASS Advising has also been implemented and is helping students to identify which Program of Study they would like to pursue. PASS Advising also makes a personal connection with students and can assist with retention efforts.</p> <p>Guided Pathways also fits into other initiatives such as Achieving the Dream (AtD), looking at our change from COMPASS testing to Accuplacer, and assuring a coordinated approach from developmental education to college level courses. We are also evaluating the new online catalog and curriculum software.</p>		
<p>2. Describe your planned next steps for this Action Project. Please note: If you feel this project has been completed, please indicate.</p> <p>We will need to complete our work with finishing the Curriculum Pathways and having them entered into the Student Planning Module.</p> <p>It will be important from a retention perspective to assure that we follow-up with students who do not continue with or fall off a particular pathway. Advising remains crucial in the success of this project.</p>		

We need to continue to decide how we are going to handle undecided students and help them make an informed decision on a particular pathway.

We also need to look at developing particular reports that will monitor the effectiveness of the Guided Pathways approach.

3. What challenges, if any, are you still facing in regards to this Action Project? Are the measures of success that have been set for this project achievable?

The Guided Pathways process is moving along, but at this point requires a lot of manpower hours to enter all of the information. It is possible to continue with the Guided Pathways model and implement segments of it, but the implementation of the new catalog software and entering the data into the Student Planning Module will take time.

Community Focus

2015-2016 Mid-Year Update
Initiative 2.1 : Increase Delta’s competitive advantage

Action Project 2.1 – 1 : Implement strategies to assess and develop aspects of our competitive advantage		
Description of Action Project	<ul style="list-style-type: none"> • Implement a yearly plan for Delta staff to provide visibility at community events (on and off campus) that can impact educational programs or financial success • Focus on training staff to network and follow-up with community contacts • Understand our competitors, including the unique factors that differentiate them from Delta’s educational offerings 	
Champion(s)	Pam Clark, Jennifer Carroll, Leanne Govitz	
Champion’s Approach for Implementation	Cross-Functional Team	
Resources	Delta College Leadership	
Short-term or long-term?	Short-term - 1 year	
Outcome Measures	Baseline	Measures of Success
	<ol style="list-style-type: none"> 1. Random efforts to be involved in community events 2. Lack of staff training and consistent messaging 3. Each staff member attending with differing focus 4. Lack of a defined list of organizations or events as a focus for involvement or attendance 	<ol style="list-style-type: none"> 1. Create and implement focused plan 2. Staff training on how to engage contacts, with consistent messaging to be done within first 4 months (October 31, 2015). 3. Staff trained Defined attendance metrics will provide Delta College with the opportunity to: <ul style="list-style-type: none"> - build recognition with major community organizations identified in the plan - increase leadership participation with business and economic organizations - ensure probability to impact educational programs or financial success by December 2015.
Mid-Year Update:		
1. Describe accomplishments (to-date) and the current status of this Action Project.		

<ul style="list-style-type: none"> • A Community Engagement Strategy document has been developed, outlining implementation steps for 2015-2019. Included are targeted events, goals, defined attendees and metrics to measure outcomes. • Defined Objective: <i>Implement strategies to assess and develop aspects of our competitive advantage. Implement a yearly plan for Delta staff to provide visibility at community events (on and off campus) that can impact educational programs or financial success. Understand our competitors, including the unique factors that differentiate them from Delta’s educational offerings.</i> • A PowerPoint has been developed to train leadership and other staff on “Tools for Meaningful Interactions.” • A “Delta College Fast Facts” sheet has been developed to inform those interacting in the community on the common and current statistics related to Delta’s many programs. • A common “Community Engagement” Outlook calendar page has been developed to track and record all appointments and events that should be tracked in support of this initiative.
<p>2. Describe your planned next steps for this Action Project. Please note: If you feel this project has been completed, please indicate.</p> <ul style="list-style-type: none"> • Implement leadership and staff training, utilizing the “Tools for Meaningful Interactions,” which will support this initiative.
<p>3. What challenges, if any, are you still facing in regards to this Action Project? Are the measures of success that have been set for this project achievable?</p> <ul style="list-style-type: none"> • Getting broader utilization of the “Community Engagement” calendar, in order to accurately track all of the meetings and events that are occurring in support of this initiative. Also ensuring that all staff attending events are adding their names to this calendar. • Identifying a long-term option for continuing the staff training after the initial implementation occurs.

Action Project 2.1 – 2 : Launch a redesigned college website that highlights our competitive advantage in courses/programs, staffing, and delivery	
Description of Action Project	<ul style="list-style-type: none"> • Install and launch new content management system (CMS) software • Engage a design firm • Organize content and site structure for ease of navigation • Add mobile responsive design • Improve functions for calendar, future student prospecting and academic programs • Improve consistency of content standards across all pages
Champion(s)	Leanne Govitz, Jeff Rauschert
Champion’s Approach for Implementation	Lead Department
Resources	<ul style="list-style-type: none"> • Website Redesign Task Force – 19 faculty and staff from across the College • OIT support for CMS installation and launch

	<ul style="list-style-type: none"> Content contributors from across the College – move content to Portal or new site Funding will be required to purchase the CMS and design firm products 	
Short-term or long-term?	Short-term - 1 year	
Outcome Measures	Baseline	Measures of Success
	<ol style="list-style-type: none"> Outdated CMS Difficult to navigate – A to Z index accessed 187,571 times Poor readability on mobile devices Limited content standards 	<ol style="list-style-type: none"> New, functional CMS implemented by December 2015. Improve intuitive navigation, decrease the number of times the A to Z index is accessed by 10% Fully responsive design Establish content governance and approval process and communicate to the College Community by May 2016.
Mid-Year Update:		
<p>1. Describe accomplishments (to-date) and the current status of this Action Project. The project is on track. CMS options and design vendors were evaluated. A website redesign task force was established. Vendors were chosen and work with the design firm – mStoner – is underway. Together we’ve created content models, developed a design concept, gathered input on the draft concept, and moved forward with designing templates. A mission/goals statement, governance strategy, initial information architecture, web content location (public/portal) questionnaire, and content advisors/content leads list have been developed.</p>		
<p>2. Describe your planned next steps for this Action Project. Please note: If you feel this project has been completed, please indicate. Item 4 of the outcome measures is nearly complete as the governance and approval process has been developed and approved. Internal communication has begun, but needs to be more widespread. The design firm will complete the template suite and move into HTML and functionality development. That information will be handed off to the Content Management System vendor – OmniUpdate. In May and June, they will work with mStoner and our OIT department to install the CMS and functionality. Training will follow which will launch the CMS and the ability to input content in July. We continue to work toward going live with the site in the Fall of 2016.</p>		
<p>3. What challenges, if any, are you still facing in regards to this Action Project? Are the measures of success that have been set for this project achievable? Unfortunately, one of the program champions, resigned from his position with the College. Even with that and the fact that the timeline is aggressive, we are happy to report that we are currently meeting action-item deadlines. We are excited about the information (key marketing messages) that we are going to be better able to communicate with this enhanced web strategy, design, and functionality. If the College chooses to employ all of the possible options, there may be some additional cost with those templates or modules, as well as a need for a phase 2 timeline.</p>		

2015-2016 Mid-Year Update
Initiative 2.2 : Utilize Delta College’s Off-Campus Centers to meet the educational needs of the community

Action Project 2.2 – 1 : Construct and implement a new Saginaw Center to meet the educational needs of the largest service county

Description of Action Project	<ul style="list-style-type: none"> • Strategic evaluation of Learning Center sites, criteria for the new Saginaw Center building, selection of Downtown Zone and site selection criteria completed. • Matching funds to be awarded from the State and/or other sources. • Site to be identified. • Construction plan and timeline initiated. • Resource allocation for new Center reflected in College budget. • Programs identified for the new Saginaw Center and are complimentary to programs at University, Bay City, and Midland Centers. • Increase Academic Scheduling Efficiency • Develop appropriate Faculty, A/P, and support staffing to ensure success • Engage the Community • Create Center Branding • Opening semester identified.
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Champion(s)	Dr. Jean Goodnow, Dr. Reva Curry, Deb Lutz, Margaret Mosqueda
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Champion’s Approach for Implementation	Cross-Functional Team
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Resources	Centers Team
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Short-term or long-term?	Long-term - more than 1 year to implement
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Outcome Measures	Baseline	Measures of Success
	<ol style="list-style-type: none"> 1. Matching funds awarded 2. Site identified 3. Project Designed and Construction Timeline Established 	<ol style="list-style-type: none"> 1. Project included in State Appropriations Act 2. Recommendation made and Board Approved 3. State Approval of Schematic Design, Final Design and Bids Awarded

Mid-Year Update:

1. Describe accomplishments (to-date) and the current status of this Action Project.
 Dr. Goodnow, Pam Clark and others have met with legislators in Lansing on multiple occasions, hosted a legislative/community leader bus tour of Saginaw for Representative Nancy Jenkins, Chair of JCOS Committee. Pam Clark and Larry Ramseyer have remained in communication with our lobbyists and State of Michigan administrative contacts regarding progress and updates through the Capital Outlay process. The State Budget Office issued a February 10, 2016 Letter of Support confirming Governor Snyder’s continued support for the project as the top community college capital outlay funding priority

for the upcoming budget cycle. Site recommendation to the Board of Trustees will coincide with the timing of State authorization for planning.

2. Describe your planned next steps for this Action Project. Please note: If you feel this project has been completed, please indicate.

Matching funds from the State may be announced as early as June 2016. Immediately thereafter the process will begin to secure an architectural firm and complete construction plans and timelines.

3. What challenges, if any, are you still facing in regards to this Action Project? Are the measures of success that have been set for this project achievable?

Obtaining State authorization for planning is a legislative and political process that must run its course. In spite of this challenge, support for the project is very promising.

2015-2016 Mid-Year Update
Initiative 2.3 : Increase collaboration with K-12 and post-secondary educators to understand their needs and strengthen our partnerships

Action Project 2.3 – 1 : Assess current outreach activities with K-12 and post-secondary partners in order to develop and implement a plan which maximizes our competitive advantage

Description of Action Project	<ul style="list-style-type: none"> • List current outreach activities by high school and post-secondary partners and identify gaps which can be strengthened through visitation, planning and follow-up. • From the gap analysis, identify 3 high school districts within each of the 3 counties: Bay City, Midland, and Saginaw, to conduct a personal visit with the superintendent by VP Curry, VP Mosqueda, and the Dean of Enrollment Management. Total 9 schools per year. • Discuss and prioritize mutually beneficial strategies to strengthen partnerships, improve recruitment retention of area high school students, and maximize competitive advantage. • Implement 3 strategies and report on results during a follow up meeting with the superintendents. 	
Champion(s)	Dr. Reva Curry, Margaret Mosqueda, Dr. Russ Curley	
Champion's Approach for Implementation	Cross-Functional Team	
Resources	Division Chairs, Director of Admissions, Director of Counseling and Advising	
Short-term or long-term?	Long-term - more than 1 year to implement	
Outcome Measures	Baseline	Measures of Success
	1. Percentage of graduating class from area high schools in Bay, Midland and Saginaw Counties that attend Delta.	1. Improve percentage rate of students from high schools that are actively involved in the VP/Dean and Superintendent collaboration by 2% for the Fall semester over the previous year.

Mid-Year Update:	
1. Describe accomplishments (to-date) and the current status of this Action Project.	Laying the groundwork through college administrative visits to area superintendents has begun. The administrative team is led by President Goodnow, and includes Margaret Mosqueda, VP of Student and Educational Services and Dr. Reva Curry, VP of Instruction and Learning Services. The administrative team visit to Saginaw Public Schools led to a visit by Saginaw Public School District (SPSD) principals and counselors to Delta College in February 2016. Principals Mark Frost (Saginaw Career Complex), Mit Foley (Arthur Hill High School), Janice Davis (Saginaw High School), and Pricilla Arocha (Saginaw Arts & Sciences Academy-SASA), along with middle school and high school counseling staff met at Delta with Dr. Goodnow, VPs, Deans, and Division Chairs. The purpose of the visit was to show SPSD leaders what Delta offers and to encourage more Saginaw high school graduates to consider Delta. The percentage of high school graduates coming to Delta was discussed and it was agreed that number could be higher. SPSD leaders were very impressed with Delta’s programs and facilities, and will promote Delta to their graduates as a serious alternative to universities. As one principal stated, “It just makes sense. Students can save on tuition by attending Delta, transfer and get a bachelor degree at their university with the university’s name on it. What’s not to like?” Emphasis was also placed on the Ricker Center, since transportation to the main campus is an issue.
2. Describe your planned next steps for this Action Project. Please note: If you feel this project has been completed, please indicate.	Continue to visit area superintendents and develop one or two actions to follow up on as a result. SPSD leaders have suggested that Delta reach out to the parents of middle and high school students to recruit the parents as students. Kristy Nelson, Director of Learning Centers, is following up with counselors at Arthur Hill. VP Curry and VP Mosqueda will follow up with SPSD principals. The goal is to have joint SES/Academic teams engage parents in the Saginaw district to explain the benefits of a community college education for them as potential students.
3. What challenges, if any, are you still facing in regards to this Action Project? Are the measures of success that have been set for this project achievable?	Scheduling is challenging as college administration and district superintendent schedules are very full. It will probably take two years to document the entire continuum – initial meeting with superintendents; follow up actions identified; action results documented.

Action Project 2.3 – 2 : Determine needs of adult learners and dual enrollment students	
Description of Action Project	<ul style="list-style-type: none"> A. Scheduling efficiency (at main campus and centers) <ul style="list-style-type: none"> 1. Examine course taking patterns, including high demand courses with wait lists, section frequency which may split students into class sizes that are too small. 2. Examine classroom and building utilization patterns to identify ways to improve scheduling efficiency. B. Program delivery <ul style="list-style-type: none"> 1. Identify programs that can be transitioned into online delivery through converting one–three courses. 2. Develop effective online orientation strategies that improve persistence in online courses.

	<p>3. Identify Learning Center pathways where students have the option to complete certificates or degrees at a Learning Center through a combination of face to face and online courses.</p> <p>C. Create specialized workshops that focus on the needs of adults</p> <ol style="list-style-type: none"> 1. Collaborate with Michigan Works, social service agencies, community groups, area churches, and Delta advisory boards to identify adult demographics for comprehensive outreach. 2. Convene open houses at University Center and one Learning Center each year as part of adult outreach strategy. 	
Champion(s)	Dr. Reva Curry, Margaret Mosqueda, Dean of Enrollment Management (TBD)	
Champion's Approach for Implementation	Cross-Functional Team	
Resources	Division Chairs, Director of Admissions, Director of Learning Center, Director of Counseling and Advising	
Short-term or long-term?	Long-term - more than 1 year to implement	
Outcome Measures	Baseline	Measures of Success
	<ol style="list-style-type: none"> 1. The current number of cancelled courses at University, Ricker, Bay and Midland Centers. 2. Age 25-45 student population at University Center, Ricker, Bay and Midland Centers 3. Online certificate (4) and associate programs (9) 	<ol style="list-style-type: none"> 1. Cancelled courses reduced by 25% from AY2015-16 compared with AY2014-2015 2. Increase 25-45 student population by 5% from Fall to Fall 3. Increase number of fully online programs by 2 each year.
Mid-Year Update:		
<p>1. Describe accomplishments (to-date) and the current status of this Action Project.</p> <p>A Business Plan for the Saginaw Center is being developed and will be available in May. This plan uses data from the Paulien & Associates study <i>Delta College: Strategic Evaluation of Centers</i>. Similar Business plans will be developed for the other two centers in the 2016-2017 academic year. This plan is still under discussion and will need to be approved by the appropriate governing councils. This tentative plan and similar plans for Midland and Bay City will serve as a blueprint for the development of programming at the Centers in the coming years.</p>		
<p>2. Describe your planned next steps for this Action Project. Please note: If you feel this project has been completed, please indicate.</p> <ul style="list-style-type: none"> • Gain approval for the many projects listed in the Saginaw Plan • Identify resources needed for the projects • Coordinate with external stakeholders • Begin implementation of the Saginaw Plan in the 2016-2017 academic year • Conduct similar evaluations and create similar business plans for the Midland Center and Planetarium • Implement two online programs 		

- Implement online orientation
- Develop action plans to improve the dual enrollment program after receiving Secondary Specialist's recommendations

3. What challenges, if any, are you still facing in regards to this Action Project? Are the measures of success that have been set for this project achievable?

Progress on these initiatives were delayed due to the vacancy in the Dean of Enrollment Management. Planning did not begin until April. Canceled classes and attendance at the centers continue to be a challenge, but it is anticipated that these metrics will be met once the plan is implemented. Progress on online courses and online orientation were also postponed, but plans are being made to accomplish these objectives beginning in 2016-2017.

2015-2016 Mid-Year Update
Initiative 2.4 : Meet the needs of area employers and provide support for economic development in our region

Action Project 2.4 – 1 : Increase our face-to-face engagement with our employers to identify core competencies needed for employment in the Great Lakes Bay Region in STEM

Description of Action Project	<ul style="list-style-type: none"> • The Dean of Career Education and Learning Partnerships becomes a certified DACUM Facilitator. • DACUM stands for Developing a Curriculum. It is a three step process that identifies major competencies and related skill sets needed for any training and education required for an occupation. The first step is to analyze the duties and tasks of the occupation with industry personnel in order to profile the occupation. This step also identifies required competencies and skill sets. The second step involves validation of the skills and competencies by other industries and/or workers. The final step is to use the created list to analyze, improve or develop a curriculum for the occupation studied. • The Dean of Career Education and Learning Partnerships, STEM coordinator and STEM Network team with employers create a process and pilot the “DACUM” first steps to identify skill sets and core competencies in Healthcare. • The STEM Network group will identify and gain support from the Healthcare businesses/agencies that need to be involved. • Core competencies are shared with Academic Services and Corporate Services for program improvement and development. • Refine process for future implementation with other identified top employers of the Great Lakes Bay Region. • Corporate Services will use our business relationship in order to gather, share data and promote Academic and Corporate Service programing.
Champion(s)	Dr. Reva Curry, Jennifer Carroll, Ginny Przygocki

Champion's Approach for Implementation	Cross-Functional Team	
Resources	Division Chairs, STEM Initiative leaders (through STEM Connector, STEM Explorer, etc.)	
Short-term or long-term?	Short-term - 1 year	
Outcome Measures	Baseline	Measures of Success
	1. No published core competencies or skill sets established by Healthcare Agencies/Businesses in the Great Lakes Bay Region.	1. At least 2 of the 4 major Health Care agencies/businesses will agree on core competencies to be used for Academic and Corporate Service program assessment, improvement and development.
Mid-Year Update:		
<p>1. Describe accomplishments (to-date) and the current status of this Action Project. We have completed the following:</p> <ul style="list-style-type: none"> • The Dean of Career Education and Learning Partnerships is a certified DACUM Facilitator. • We have drafted a process and are implementing a pilot program to test the process. • With the support of the Delta College Stem Talent Institute, we have conducted two DACUMs, one for Registered Nurses and one for Welders. Both the Nurse and Welding subject matter experts have identified major competencies and related skill sets needed for any training and education required for the occupations. The Nurse competencies and skill sets have been validated with over 200 nurses throughout the Great Lakes Bay Region by a survey conducted by Delta College's Institutional Research Department. • A summit plan is designed to bring HR personnel, nurses, leaders in nursing health care, college/university faculty and program coordinators to discuss the current RN workforce preparedness. This summit will take place in May 2016. • The STEM Network group helped identify and gained support from the Healthcare businesses/agencies that need to be involved. • Core competencies have been shared with Academic Services and Corporate Services for program improvement and development. 		
<p>2. Describe your planned next steps for this Action Project. Please note: If you feel this project has been completed, please indicate. The following are in process but not completed:</p> <ul style="list-style-type: none"> • Conduct the Summit. The Summit's outcome is to identify strengths and create a list to further analyze, improve, or develop curriculum to close the gaps identified in the workforce. • Refine process for future implementation with other identified top employers of the Great Lakes Bay Region. • Corporate Services will use our business relationship in order to gather, share data and promote Academic and Corporate Service programing. • Further training for the Dean of Career Education in the SCID process (Systematic Curriculum and Instructional Development). <p>Completion of the Nursing Project will occur by June with the exception of the follow up curriculum change assessment in the fall. Welding will be completed later in the fall.</p>		

- 3. What challenges, if any, are you still facing in regards to this Action Project? Are the measures of success that have been set for this project achievable?**
- By far our greatest challenge has been scheduling issues both with internal and external individuals.
 - This pilot process will achieve the measure of success stated.

Sustainability

2015-2016 Mid-Year Update

Initiative 3.1 : Expand, promote, and codify sustainability across the curriculum.

Action Project 3.1 – 1 : Promote and codify sustainability across the curriculum		
Description of Action Project	<ul style="list-style-type: none"> • Identify opportunities to promote and develop sustainable learning across all academic divisions of the college • Identify outreach opportunities to enhance the college’s culture of environmental, social, and economic responsibility. • Collect, analyze, and utilize student feedback from sustainability course assessments, and evaluate effectiveness of outreach opportunities. 	
Champion(s)	Linda Petee, Janis Kendziorski	
Champion’s Approach for Implementation	Cross-Functional Team	
Resources	Faculty, staff, students	
Short-term or long-term?	Long-term - more than 1 year to implement	
Outcome Measures	Baseline	Measures of Success
	<ol style="list-style-type: none"> 1. Number of S-related course sections 2. Current outreach activities 3. Existing faculty resources 4. Sustainability Assessment 2.0 	<ol style="list-style-type: none"> 1. Increase number of S-related course sections by 5% per year, and increase faculty involvement by 1 additional faculty person per year. 2. By end of Fall 2015, develop at least 3 new <i>Campus-as-a-Learning-Lab</i> activities to expand learning opportunities. 3. Investigate at least 3 academic resource sites and/or sustainability organizations and incorporate viable student learning opportunities into Delta's faculty resource portal. 4. Tabulate all assessment feedback and communicate results with appropriate faculty or sustainability leaders in a way to create vibrant and evolving student learning activities.
Mid-Year Update:		
1. Describe accomplishments (to-date) and the current status of this Action Project.		

Baseline 1, Number of S-related course sections: Measure of Success 1. Increase number of S-related course sections by 5% per year, and increase faculty involvement by 1 additional faculty person per year.

- The number of S-related class sections in 2015-16 has increased 58% over the prior year. There are 50 separate courses in which some or all sections are S-related.

Number of Course Sections by Semester					Academic Year Totals	
FA11	41	WN12	42	SP12	0	83
FA12	36	WN13	36	SP13	11	83
FA13	35	WN14	37	SP14	13	85
FA14	35	WN15	29	SP15	12	76
FA15	44	WN16	54	SP16	21	120

- The number of full-time faculty teaching sustainability-related class sections has also grown as follows:
 - 2014-15 15 full-time faculty
 - 2015-16 28 full-time faculty
- The Academic Sustainability Team has been formed, including 7 members representing 4 academic divisions. Representation from the Democracy Commitment Team and the Global Peace Studies Program will promote future collaboration with these groups.
- Guidelines for development of S-related courses were approved by the Academic Sustainability Team. The Sustainability page on the Portal was enhanced to assist faculty developing S-courses. The site includes:
 - Overview of S-related course designation
 - Detailed guidelines for development of S-related courses
 - S-related course application form
 - Examples of S-related projects used by Delta College faculty
 - Additional faculty info, such as links to resources, student outreach events, and upcoming conferences
- S-related faculty and their support staff will have initial responsibility for ensuring that course sections are appropriately coded as S-related in the system. This will help to alleviate coding problems that result when faculty names are assigned late to the schedule.

Baseline 2, Current Outreach: Measure of Success 2 - By end of Fall 2015, develop at least 3 new *Campus-as-a-Learning-Lab* activities to expand learning opportunities.

- Added 11 new classes and 2 new instructors to the LifeLong Learning Urban Farming series.
- Partnered with Academic Career Experience and MSU Institute of Agricultural Technology to develop and offer three farm internships with local small farms. These include two farmhands (assist famer with growing crops and feeding and raising livestock) and one Business/Marketing/Management Student (perform marketing and communication, develop and manage inventory and supply chain, and sell produce and meat).
- Interactive energy education dashboard installed in F Wing. Tap the screen to get real-time building performance, equipment upgrades, building improvements, green campus features,

recycling, current weather, trivia, tips, and trends. Learn about S-classes, outreach events, and student study travel. Faculty are encouraged to integrate energy-wise projects into course study.

- Energy Conservation Program – launched the Power of a Single Action campaign to create awareness for energy efficiency and conservation throughout the college community. In the process of establishing an Energy Conservation Council and developing goals and standards to reduce energy consumption and address energy resourcefulness.

Baseline 3, Existing Faculty Resources: Measure of Success 3 - Academic resource sites and/or s-organizations. Incorporate viable student learning opportunities into faculty resource portal.

- Faculty Portal Toolbox expanded to include steps to add S-course designation, Academic Sustainability Team, suggested readings, professional development, classroom projects, and student opportunities.
- AASHE Hub – provides members access to toolkits and resource collections. Topics/content includes curriculum, campus and public engagement, food, dining, energy, building, waste, transportation, and many other sustainability initiatives for class projects, professional development, and student opportunity.
- Online Resources – incorporated several new online resources focusing on the environment, curricula, and other educational projects and initiatives.

Baseline 4, Sustainability Assessment 2.0: Measure of Success 4. – Tabulate all assessment feedback and communicate results with appropriate faculty or sustainability leaders in a way to create vibrant and evolving student learning activities.

- Results of assessment tool 2.1 indicate favorable opinions related to S-related courses and the importance of including sustainability topics in the curriculum. The following survey results were obtained from students taking sustainability-related classes in WN15 and FA15. All results have been shared with appropriate faculty.

Survey questions	WN15	FA15
The S-related course content added to my learning experience	57%	74%
This class added to my understanding of sustainability: Strongly agree / agree	73%	81%
What is the likelihood you would be interested in taking additional S-related courses, either at Delta College or at a transfer institution: Very likely / somewhat likely	63%	69%
In your opinion, the inclusion of sustainability in Delta’s course curriculum is: Very important / important	73%	77%

2. Describe your planned next steps for this Action Project. Please note: If you feel this project has been completed, please indicate.

Baseline 1, Number of S-related course sections

- Sustainability-related course guidelines approved by the Academic Sustainability Team will go to curriculum council for approval.

- Additional growth is expected in 2016-17 in both number of S-related courses and number of faculty teaching S-related classes.
- Efforts will continue to expand sustainability into the Gen Ed “Think Civically” outcome.
- Collaborative outreach activities with the Democracy Commitment Team and the Global Peace Studies Program will be developed.
- Academic Sustainability Team members will encourage sustainability activities within their respective divisions and disciplines.
- Possible Certificate in Sustainability will be explored.
- Sustainability programs at 4-year transfer institutions will be investigated for potential development of pathways to careers in sustainability.

Baseline 2, Current Outreach

- Urban Farming – Develop Fall 2016 classes, explore greater number of internships, explore potential for developing and offering organic/farm-to-table food prep/serving courses.
- Energy Education Dashboard – Conduct student/staff outreach, promote greater viability as a class project.
- Energy Conservation Program – Establish Energy Conservation Council, develop energy standards and policy(s). Grow Power of a Single Action campaign

Baseline 3, Existing Faculty Resources

- This project has been completed. All of the access sites, however, are on-going resource and will be updated as needed.
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Baseline 4, Sustainability Assessment 2.0

- Development of Assessment Tool 3.0 is planned. This tool would measure both student opinions about Delta’s sustainability initiatives, as well as knowledge of sustainability concepts, and should be flexible to accommodate students with varying backgrounds in S-related courses.

3. What challenges, if any, are you still facing in regards to this Action Project? Are the measures of success that have been set for this project achievable?

The measures of success for these projects are achievable.

2015-2016 Mid-Year Update
Initiative 3.2 : Conduct all operations in an agile and sustainable manner

Action Project 3.2 – 1 : Improve agility and sustainability	
Description of Action Project	<ul style="list-style-type: none"> • Create a process for review and evaluation of committee structure and purpose with a goal to increase agility and sustainability • Establish college-wide guidelines for managing and conducting meetings
Champion(s)	Dr. Jean Goodnow, Deb Lutz, Andrea Ursuy, Loyce Brown
Champion’s Approach for Implementation	Cross-Functional Team
Resources	Dr. Reva Curry, Margaret Mosqueda, Pam Clark

Short-term or long-term?	Short-term - 1 year	
Outcome Measures	Baseline	Measures of Success
	<ol style="list-style-type: none"> 1. No process in place for review and evaluation of committee structure 2. Current number of committees 3. No consistent guidelines for conducting meetings in place. 	<ol style="list-style-type: none"> 1. Establish and implement a process for review and evaluation of committee structure (for committees that are not part of the Senate process). Share committee process with College Community by June 30, 2016. 2. Create an inventory of the current committees and task forces. Reduce the number of committees where possible by June 30, 2016 3. Best practice models researched, college-wide guidelines developed and shared with the College Community by June 30, 2016.
Mid-Year Update:		
<p>1. Describe accomplishments (to-date) and the current status of this Action Project. Project champions have designed a survey that will be administered to a representative group of faculty and staff leaders in June of 2016. Best practices for conducting meetings have been researched with input from members of our business community.</p>		
<p>2. Describe your planned next steps for this Action Project. Please note: If you feel this project has been completed, please indicate. We will administer the survey and create a list of current committees and charges. This list will be reviewed for accuracy. A guide and training for conducting meetings will be developed and available to the College Community by June 2017.</p>		
<p>3. What challenges, if any, are you still facing in regards to this Action Project? Are the measures of success that have been set for this project achievable? No challenges at this time.</p>		

2015-2016 Mid-Year Update
Initiative 3.3 : Increase the use of data and benchmarking to promote the efficient use of resources

Action Project 3.3 – 1 : Create and implement a data dictionary	
Description of Action Project	Create and implement a data dictionary.
Champion(s)	Deb Lutz, Andrea Ursuy, Michael Wood
Champion's Approach for Implementation	Cross-Functional Team

Resources	Data Domain Stewards, Dave Peruski, Dr. Amie Anderson	
Short-term or long-term?	Short-term - 1 year	
Outcome Measures	Baseline	Measures of Success
	<ol style="list-style-type: none"> 1. Current Glossary of terms 2. No formal data dictionary in place 3. No user guide in place 4. No training in place 	<ol style="list-style-type: none"> 1. Edit current glossary of terms and publish to IR portal site by June 30, 2016 2. Draft of data dictionary presented to Executive Council by December 31, 2015 and final version approved by Executive Council by June 30, 2016 3. Data dictionary user guide draft established by December 31, 2015 4. Training created and schedule in place by June 30, 2016
Mid-Year Update:		
<p>1. Describe accomplishments (to-date) and the current status of this Action Project.</p> <p>The project kick-off date was May 1, 2015. Since that time, we have accomplished the following.</p> <ul style="list-style-type: none"> • The project was integrated into the College’s 2015-19 Strategic Plan as an action item supporting <i>Strategic Initiative 3.3: Increase the use of data and benchmarking to promote the efficient use of resources.</i> • Measures of success were established including: <ul style="list-style-type: none"> ○ Editing of the glossary of terms and publishing it to the IR portal site by June 2016 ○ Draft of the data dictionary developed by June 2016 ○ Data dictionary user guide established by June 2016 ○ Training created and schedule in place by June 2016 • Fifteen (15) Data Stewards representing various data domains within the College have been assigned. The domain areas are: <ul style="list-style-type: none"> ○ Enrollment ○ Finance ○ Financial Aid ○ Human Resources ○ Registration/Student Records ○ Specialized Academic Reports ○ Student Finance ○ Other/All • The Project Champions researched data dictionary tools, engaged leadership in a presentation, and purchased the iData Data Cookbook Tool in late 2015. • An overview meeting was conducted with all Data Stewards and back-ups, and drafting of definitions is in progress. • The first training session has been conducted by the consultant at iData and all Data Stewards and project champions participated. • More than 150 definitions have been entered into the Data Cookbook to-date. 		

The action project has been presented at the Strategic Planning and Institutional Effectiveness Steering Committee Meetings, Executive Council, and to the Board of Trustees.

Key groups of faculty and staff will be asked to review the definitions and engage in discussions regarding the data – providing feedback which will be considered as definitions are approved.

The entire College Community will be informed through opportunities described below (in next steps).

2. Describe your planned next steps for this Action Project. Please note: If you feel this project has been completed, please indicate.

- The Data Stewards and Champions will continue working with the project consultant at iData. A minimum of two more trainings will occur with the Data Stewards.
- The Data Stewards are continuing to enter terms with a goal of 2-4 per week (each). The Data Stewards assigned to each domain area are approving the preliminary definitions as they are entered (creating a systems of checks and balances).
- In the late spring/early summer, we will begin working with additional faculty and staff who will review the definitions and supply feedback/input.
- Recognizing that the dictionary will never be “final,” we have a goal to release the dictionary to the College Community mid-to-late summer (2016). Training (written and workshops) will be provided to all who are interested at that time (and continuing into the Fall 2016 semester).
- To engage users in discussion of data that we hope will result in increased use of data on our campus, we have plans to hold an event like a “data summit.” In addition, we are planning to have contests such as a “data dictionary scavenger hunt” which will provide opportunities for exploring the Data Cookbook and for further discussion.

3. What challenges, if any, are you still facing in regards to this Action Project? Are the measures of success that have been set for this project achievable?

We are realistic in the understanding that not everyone will agree on definitions or trust in the data even after this tool is well-developed and in place.

The project goal that was established during our Strategy Forum was to improve trust and agility through the use of data, improve access to reliable data, and become more proactive in the use of data.

Our roadblocks arise because we have a long-term cultural issue of not trusting the data and not having a common language. We feel that this Data Cookbook is the first step in moving toward a common language, but we would appreciate any suggestions on how to move the College to a place in which the misperception that data is unreliable and inconsistent becomes a thing of the past.

2015-2016 Mid-Year Update

Initiative 4.1 : Increase the capability and diversity of the workforce to achieve high performance characterized by an engaged and satisfied faculty and staff

Action Project 4.1 – 1 : Develop a greater understanding of diversity and inclusion					
Description of Action Project	<p>With a goal to educate faculty and staff regarding the extent to which Delta College values differences, strengthen faculty and staff understanding of the aspects of our value of diversity at Delta College by:</p> <ol style="list-style-type: none"> 1. Developing a charge to convert the Equity Office Advisory Committee into the Diversity/Equity Committee. 2. The Committee will: <ul style="list-style-type: none"> • Conduct an assessment of the recommendations from the 2008 Diversity Taskforce • Determine what recommendations have been accomplished as well as those that need to be worked on • Update the Diversity DVD • Update the Diversity website on the College’s homepage 				
Champion(s)	Margaret Mosqueda, Mary Gmeiner, Loyce Brown, Reva Curry				
Champion’s Approach for Implementation	Cross-Functional Team				
Resources	Human Resources Staff, Center for Organizational Success Staff, Faculty and Staff				
Short-term or long-term?	Short-term - 1 year				
Outcome Measures	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%;">Baseline</th> <th style="width: 50%;">Measures of Success</th> </tr> </thead> <tbody> <tr> <td> <ol style="list-style-type: none"> 1. Existing Diversity Taskforce recommendations (from 2008) 2. Current Diversity DVD 3. Current Diversity Website </td> <td> <ol style="list-style-type: none"> 1. Assessment determining what has been done and what needs to be done (from task force 2008) developed and conducted and a status report created and shared with the College community by December 2015. 2. Plan for implementation of outstanding recommendations in place by June 30, 2016. 3. Inventory of topics for the Diversity DVD created and updated to reflect current policies, procedures, and culture. DVD up-dated and made available </td> </tr> </tbody> </table>	Baseline	Measures of Success	<ol style="list-style-type: none"> 1. Existing Diversity Taskforce recommendations (from 2008) 2. Current Diversity DVD 3. Current Diversity Website 	<ol style="list-style-type: none"> 1. Assessment determining what has been done and what needs to be done (from task force 2008) developed and conducted and a status report created and shared with the College community by December 2015. 2. Plan for implementation of outstanding recommendations in place by June 30, 2016. 3. Inventory of topics for the Diversity DVD created and updated to reflect current policies, procedures, and culture. DVD up-dated and made available
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		<p>to the College community by June 30, 2016.</p> <p>4. Diversity Website updated on the College's homepage to reflect current policies, procedures, and culture by June 30, 2016.</p>
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Mid-Year Update:

1. Describe accomplishments (to-date) and the current status of this Action Project.

Success Measure # 1:

The committee has reviewed the 2008 Diversity Taskforce Report and assessed the recommendations that were made by the 2008 committee. The group assessed and labeled each recommendation as "Accomplished", "Currently Underway," and "Has not been addressed." It was agreed upon by the committee that in order for a recommendation to have been considered "Accomplished," it needed to have been accomplished and integrated across the college.

The group determined that none of the recommendations could be classified as "Accomplished" based on the criteria that integration has not occurred across the college.

The group classified several of the recommendations as "Currently Underway" because there has been some work completed, but often it is being driven by a person, a department or a division, and others in the organization have no knowledge of the work. The work that is being done in the area of diversity at Delta is segmented and again has not permeated at an organizational level.

The group classified the majority of the recommendations as "Not Addressed at all."

Success Measure #2:

The committee felt that all the recommendations from the 2008 report are relevant, but felt that some had a higher priority than others. The group prioritized and found that three recommendations provide an essential framework that is necessary to build a sustainable diversity program at Delta College. The additional recommendations made in the 2008 report would be completed under this framework.

This is the committee's recommendation for a timeline in which to prioritize the 2008 recommendations:

1. Create a Diversity Standing Committee which is an ongoing entity and has an assigned budget designated to diversity. The committee would assist in providing leadership and direction to diversity related policy and programs at Delta College.
2. A diversity policy/program should be addressed in the Senate Handbook. Currently equity is addressed in the Senate Handbook, but equity and diversity are two different things.
3. Key performance indicators need to be established and evaluated along with the continuation of the annual PACE survey.

The committee has presented this information to the Strategic Planning and Institutional Effectiveness Steering Committee Meeting and the group now plans to present to the college community by presenting to various groups.

2. Describe your planned next steps for this Action Project. Please note: If you feel this project has been completed, please indicate.

The chairs of the diversity committee are meeting with the Action Project Champions and the President to request to move in the following direction.

Because it will take time to work with Senate, the current diversity committee would like to request to remain as an active committee that is dedicated to moving the first three prioritized recommendations forward through Senate. In addition the committee feels it is important to have a common definition, vocabulary and understanding of Diversity across Delta College as an organization and would ask that this group be supported in defining that language. This is especially important as we move forward to update the video and website related materials. We would ask that this group extend the timeframe of the video and website to allow for the group to make a presentation of the diversity definition and related language and vet it with faculty and staff. We would also like to ask than rather moving forward with a traditional video that has been done in the past, that we consider using shorter video clips through You Tube that focus on Diversity related to current policies, procedures, departments and culture. These shorter video clips will be easier to keep updated as changes can be made to individual clips rather than having to redo the entire video. We will need to work with marketing on the website which is currently going through major renovations.

3. What challenges, if any, are you still facing in regards to this Action Project? Are the measures of success that have been set for this project achievable?

The measures of success for the project are attainable but we are requesting an extension on the dates so we can vet the common definition and vocabulary in regards to Diversity which will be a central theme carried through the video clips and web site. The committee chairs have talked to Bob Przybylski in broadcasting and have requested a meeting with Leanne Govitz to discuss the video clips and website.

2015-2016 Mid-Year Update
Initiative 4.1 : Increase the capability and diversity of the workforce to achieve high performance characterized by an engaged and satisfied faculty and staff

Action Project 4.1 – 2 : Implement professional development plans for A/P and Support Staff		
Description of Action Project	Design and implement a plan for A/P and Support Staff professional development based on the strategic focus areas of the College	
Champion(s)	Loyce Brown, Wendy Childs, Mary Gmeiner, Andrea Ursuy	
Champion’s Approach for Implementation	Cross-Functional Team	
Resources	Center for Organizational Success (COS) Staff, Human Resources Staff, Faculty and Staff	
Short-term or long-term?	Short-term - 1 year	
Outcome Measures	Baseline	Measures of Success
	No plan in place	1. Plan in place and communicated to the College Community by June 30, 2016

Mid-Year Update:

1. Describe accomplishments (to-date) and the current status of this Action Project.

Our team, comprised of Loyce Brown, Wendy Childs, Scott Lewless (new to the team), and Andrea Ursuy has been working for a more than a year on this project. We have researched best practices at other Colleges and assessed available professional development opportunities as a part of this process. Progress toward goal is about 98%. The plan has been developed and shared with the President and VPs.

A plan, that would require all Support Staff and A/P Staff to complete a minimum number of professional development hours each year, has been established. (All FT Staff = 12 hours/ All PT Staff = 6 hours)

- For the first year of their employment, new employees will utilize the New Employee Orientation program as their development
- Goals will be established in conjunction with the supervisor
- Professional development and training will include face-to-face and online (lynda.com and D2L) options

2. Describe your planned next steps for this Action Project. Please note: If you feel this project has been completed, please indicate.

Next steps include:

- Present plan to Executive Council
- Present plan details to SES Managers, A/P Forum, SS Forum, and others as needed
- Share plan at the fall supervisor training
 - Supervisors will also be trained in effective goal development
- Supervisors will develop 2017-2018 professional development goals with their staff during the April – June 2017 performance evaluation
- Evaluation of the goals will take place during the April – June 2018 performance evaluation period

We feel that we can have a plan in place and present it to various groups by June 30, 2016, as specified in the Strategic Plan. We will continue the implementation phase with supervisor training and other communication activities throughout the 2016-17 academic year.

3. What challenges, if any, are you still facing in regards to this Action Project? Are the measures of success that have been set for this project achievable?

We do not feel that we need additional resources, but do feel that this program will benefit both the individual employee and the College as a whole.

Additional Institutional Strategic Planning Initiatives

There are two additional planning processes that are conducted at the College and integrated into the strategic planning and budgeting process:

Facilities Planning: is an ongoing function conducted by the College’s Director of Facilities Management and staff, with assistance from external consultants. Each October, the College completes and submits a Capital Outlay Plan to the State of Michigan Department of Management and Budget. Approved by the Board of Trustees, this plan evaluates the College’s facilities, benchmarks the College property and facilities to other Michigan colleges, evaluates the status of the facilities, and requests State approval to plan for facilities renovation or new building construction. The plan evaluates all capital priorities in light of current programming efforts, anticipated programming changes, and current capital base. If a Michigan community college is requesting State funding for renovation or new construction, the request is submitted in the Capital Outlay Plan for review and consideration by the Office of Management and Budget, the legislature (both House and Senate) and the Governor.

In 2015-16, the College submitted four major projects (by priority):

Priority #1:	Saginaw Center Project (Request for planning fiscal year 2017)	\$ 12,739,000
Priority #2:	Midland Center Renovation Project (Anticipated Request for planning fiscal year 2018)	\$ 7,772,000
Priority #3:	Business and Office Professions – K Wing Renovations (Anticipated Request for planning fiscal year 2019)	\$ 1,917,000
Priority #4:	Electronic Media Broadcasting – A Wing Renovations (Anticipated Request for planning fiscal year 2020)	\$ 2,054,000

A copy of the Capital Outlay Plan can be accessed by going to:

<http://www.delta.edu/facilities/five-year-plan.aspx>.

Facilities planning has also identified a maintenance schedule for major items in excess of \$1 million and funding is allocated annually in the plant fund to support maintenance.

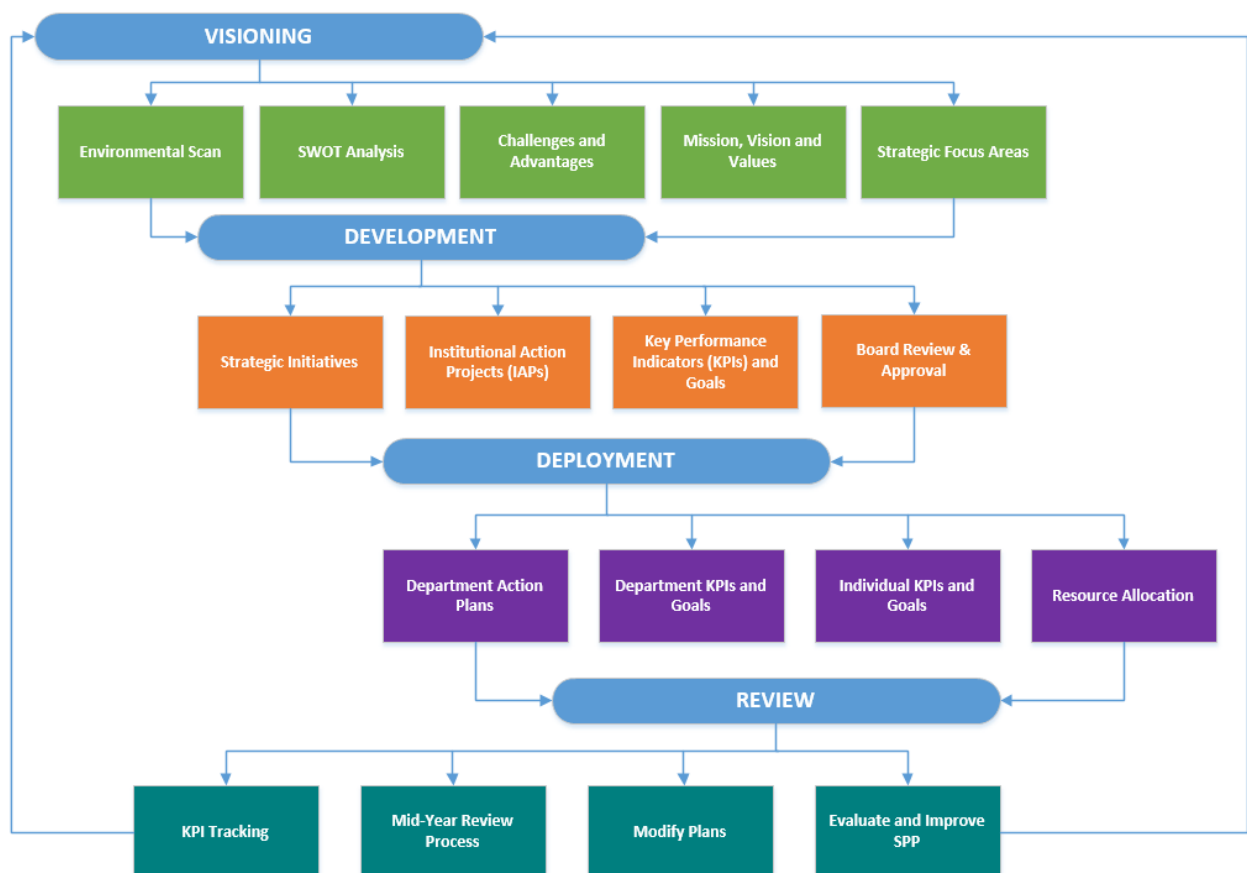
Information Technology Planning: The College works in concert with its information technology vendor, Ellucian, to complete an Information Technology Strategic Plan. The College’s Information Technology Plan is completed and reviewed annually by the College’s contract administrator, Ellucian staff, and other College stakeholders. This plan specifically addresses the College’s information technology function and is included in the strategic planning and budgeting processes. Resources are allocated to support items identified in the Information Technology Plan through the College’s annual budgeting process.

Strategic Planning Summary

Delta College’s strategic planning and budgeting process has been systematically aligned and integrated horizontally and vertically with other initiatives including AQIP, the budgeting process, departmental planning, resource allocation, assessment, and evaluation. Each operational action plan is measurable, outcomes are reported, and data-driven decisions are used for program and service improvement.

Planning is conducted and information disseminated horizontally to all budget groups so that supporting departmental plans and budget requests can be developed and alignment assured. The Budget Group leader is responsible for driving the action planning process vertically within that group and integrating the action plans and budgeting at the departmental level. Each Budget Group leader determines to what level within the group action planning will be accomplished and is required to develop and submit action plans that support the institutional strategic plan. Within departments, individual staff members develop annual professional goals that align to their department’s action plan to assign accountability.

Accountability for strategic planning outcomes has been strengthened through required quantitative performance measurement and the required submission of progress reports to the Strategic Planning and Institutional Effectiveness Steering Committee. This process has increased institutional oversight of planning and to assure that action projects remain focused and goals are achieved as planned.





Approved by the Delta College
Board of Trustees
June 9, 2015

Delta College Board of Trustees

Bay County: Diane M. Middleton; Edith (Dee Dee) Wacksman; Michael D. Rowley, Chair

Midland County: Kimberly R. Houston-Philpot; Mary C. Morrissey; Michael P. Nash, Vice Chair

Saginaw County: Dr. Robert L. Emrich; Karen L. Lawrence-Webster; R. Earl Selby

Delta College embraces equal opportunity as a core value; we actively promote, advocate, respect and value differences, and we foster a welcoming environment of openness and appreciation for all. Delta prohibits discrimination in accordance with, and as defined by, applicable federal, state, and local law, particularly non-discrimination in employment, education, public accommodation, or public service on the basis of age, arrest record, color, disability, ethnicity, familial status, gender identity, genetic information, height, marital status, national origin, race, religion, sex, sexual orientation, veteran status, and weight. Direct inquiries to the Equity/Compliance Officer, Delta College, Office A093, 1961 Delta Rd., University Center, MI 48710, telephone 989-686-9547, or email equityoffice@delta.edu.

BUDGET PLANNING PROCESS

Prepare budget planning materials	August / September
Review strategic initiatives and assumptions and develop a tentative set of planning and budgeting assumptions	September
Submit to Executive Council, Budget Cabinet, and Budget Groups	October
Budget Groups request their subcomponents to develop budgets based on college and departmental strategic plans	November through February
Budget Groups develop budget requests based on college and group strategic plans	November through February
Each Budget group prepares and submits a group request to Budget Cabinet	February / March
Budget Cabinet reviews requests, develops priorities based on the College and cross functional strategic priorities, and recommends priorities to President	April
President and Executive Council develop final Preliminary Budget Plan and review updated Long Range Forecast Model	April/May
Presentation and discussion of Preliminary Budget and Long Range Forecast with Board of Trustees	May
Presentation of Budget to the Board and approval by the Board	June

It should be emphasized that budget group leaders have authority and ability to move budgeted dollars internally to meet strategic needs at any time. Strategic plans drive budget decisions as soon as they become available, whether during budget development or during the year even after the budget has been developed. Plans will not change the economic facts, but they will drive decisions regarding plans for spending, cuts, and re-allocations at the time the budget is developed, and also during the year as decisions are made to actually spend as budgeted or re-allocate as necessary.

DELTA COLLEGE PROCEDURES FOR BUDGET AMENDMENT

At Delta College, cost center managers may request changes **within or between** cost centers at any time during the fiscal year. This is done by memo to the controller. This memo is used to transfer budget amounts from one line item to another or from one cost center to another.

Cost center managers inform the Vice President of Business and Finance, if it appears that unanticipated events may result in expenditures greater than budget and they are unable to identify sources of additional funds or fund transfers to resolve the problem. The Vice President and President will then work together to identify available funds or alternative solutions.

In addition, there is a more formal process for adjusting the total budget if supplemental funding is available, or if total revenues are lower than anticipated. In some years, these conditions are simply noted to the Board during the Treasurers report and some years they are formally adopted by the Board. The chosen method is determined in consultation with the Board Chair.

ALL FUNDS

DELTA COLLEGE

BUDGET - ALL FUNDS

FISCAL YEAR 2016-2017

	GENERAL	DESIGNATED	RESTRICTED	AUXILIARY	PLANT	TOTAL
REVENUES						
Tuition and Fees	\$ 27,457,067	\$ 2,556,076				\$ 30,013,143
State Appropriations	14,999,200					14,999,200
Property Taxes	23,183,436					23,183,436
Grants and Gifts	-	2,130,500	\$17,435,457		\$ 45,600	19,611,557
Auxiliary Services	250,000			\$ 6,743,703		6,993,703
Investment Income	220,000				202,359	422,359
Other Sources	<u>682,060</u>	<u>1,260,156</u>	<u>826,427</u>	<u>-</u>	<u>2,653,512</u>	<u>5,422,155</u>
TOTAL REVENUES	<u>66,791,763</u>	<u>5,946,732</u>	<u>18,261,884</u>	<u>6,743,703</u>	<u>2,901,471</u>	<u>100,645,553</u>
EXPENDITURES						
Instruction	32,157,874	4,670,611	2,171,303	-	230,000	39,229,788
Instructional Support	<u>8,566,415</u>	<u>211,014</u>	<u>188,306</u>	<u>-</u>	<u>140,000</u>	<u>9,105,735</u>
	40,724,289	4,881,625	2,359,609	-	370,000	48,335,523
Public Service	1,090,893	7,050	1,619,107			2,717,050
Student Services	7,961,931	117,050	15,392,402	6,666,545	-	30,137,928
Institutional Administration	7,988,759	899,551			250,000	9,138,310
Facilities Management	<u>9,013,599</u>	<u>-</u>	<u>3,211</u>	<u>-</u>	<u>7,924,339</u>	<u>16,941,149</u>
TOTAL EXPENDITURES	<u>66,779,471</u>	<u>5,905,276</u>	<u>19,374,329</u>	<u>6,666,545</u>	<u>8,544,339</u>	<u>107,269,960</u>
REVENUES OVER (UNDER) EXPENDITURES	12,292	41,456	(1,112,445)	77,158	(5,642,868)	(6,624,407)
PROJECTED FUND						
BALANCE JUNE 30, 2016	<u>6,913,209</u>	<u>4,989,080</u>	<u>3,211,620</u>	<u>7,376,071</u>	<u>29,168,511</u>	<u>51,658,491</u>
PROJECTED FUND						
BALANCE JUNE 30, 2017	<u>\$ 6,925,501</u>	<u>\$ 5,030,536</u>	<u>\$ 2,099,175</u>	<u>\$ 7,453,229</u>	<u>\$ 23,525,643</u>	<u>\$ 45,034,084</u>

NOTE:

This summary depicts all funds of the College as budgeted and explained in detail in the following sections. The uses of the various funds are defined by the Michigan Public Community College Manual for Uniform Financial Reporting and are explained under the Fiscal Policies section of this document. The General Fund is the primary operational fund of the College.

DELTA COLLEGE

ALL FUNDS

FIVE YEAR ACTUAL HISTORY

	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Actual 2014-2015	Projected 2015-2016
REVENUES					
Tuition and Fees	\$ 31,523,075	\$30,618,568	\$30,010,000	\$ 29,521,989	\$ 29,351,722
State Appropriations	13,336,200	13,854,113	21,076,359	16,659,312	14,796,390
Property Taxes	22,662,886	22,596,120	22,797,665	22,931,569	23,011,543
Grants and Gifts	30,139,567	30,479,843	25,051,684	25,716,585	23,041,076
Auxiliary Services	9,036,396	8,709,233	8,298,827	7,890,800	7,102,850
Investment Income	321,029	(253,316)	363,634	450,402	547,484
Other Sources	<u>8,253,200</u>	<u>6,918,400</u>	<u>7,122,136</u>	<u>7,763,126</u>	<u>7,861,492</u>
TOTAL REVENUES	<u>115,272,353</u>	<u>112,922,961</u>	<u>114,720,305</u>	<u>110,933,783</u>	<u>105,712,557</u>
EXPENDITURES					
Instruction	39,497,288	38,597,795	38,056,578	39,315,016	40,899,901
Instructional Support	<u>7,891,061</u>	<u>7,747,561</u>	<u>7,561,027</u>	<u>8,322,561</u>	<u>8,613,483</u>
	47,388,349	46,345,356	45,617,605	47,637,577	49,513,384
Public Service	2,605,270	3,352,193	2,553,051	2,551,634	2,701,202
Student Services	39,373,008	37,086,331	34,555,716	33,353,091	30,070,615
Institutional Administration	9,056,348	7,917,432	8,369,617	8,192,735	9,018,007
Facilities Management	<u>15,223,423</u>	<u>19,836,551</u>	<u>23,327,652</u>	<u>14,294,625</u>	<u>13,489,187</u>
TOTAL EXPENDITURES	<u>113,646,398</u>	<u>114,537,863</u>	<u>114,423,641</u>	<u>106,029,662</u>	<u>104,792,395</u>
REVENUES OVER (UNDER) EXPENDITURES	1,625,955	(1,614,902)	296,664	4,904,121	920,162
BEGINNING FUND BALANCE	<u>45,526,491</u>	<u>47,152,446</u>	<u>45,537,544</u>	<u>45,834,208</u>	<u>50,738,329</u>
ENDING FUND BALANCE	<u>\$ 47,152,446</u>	<u>\$45,537,544</u>	<u>\$45,834,208</u>	<u>\$ 50,738,329</u>	<u>\$ 51,658,491</u>

GENERAL FUND

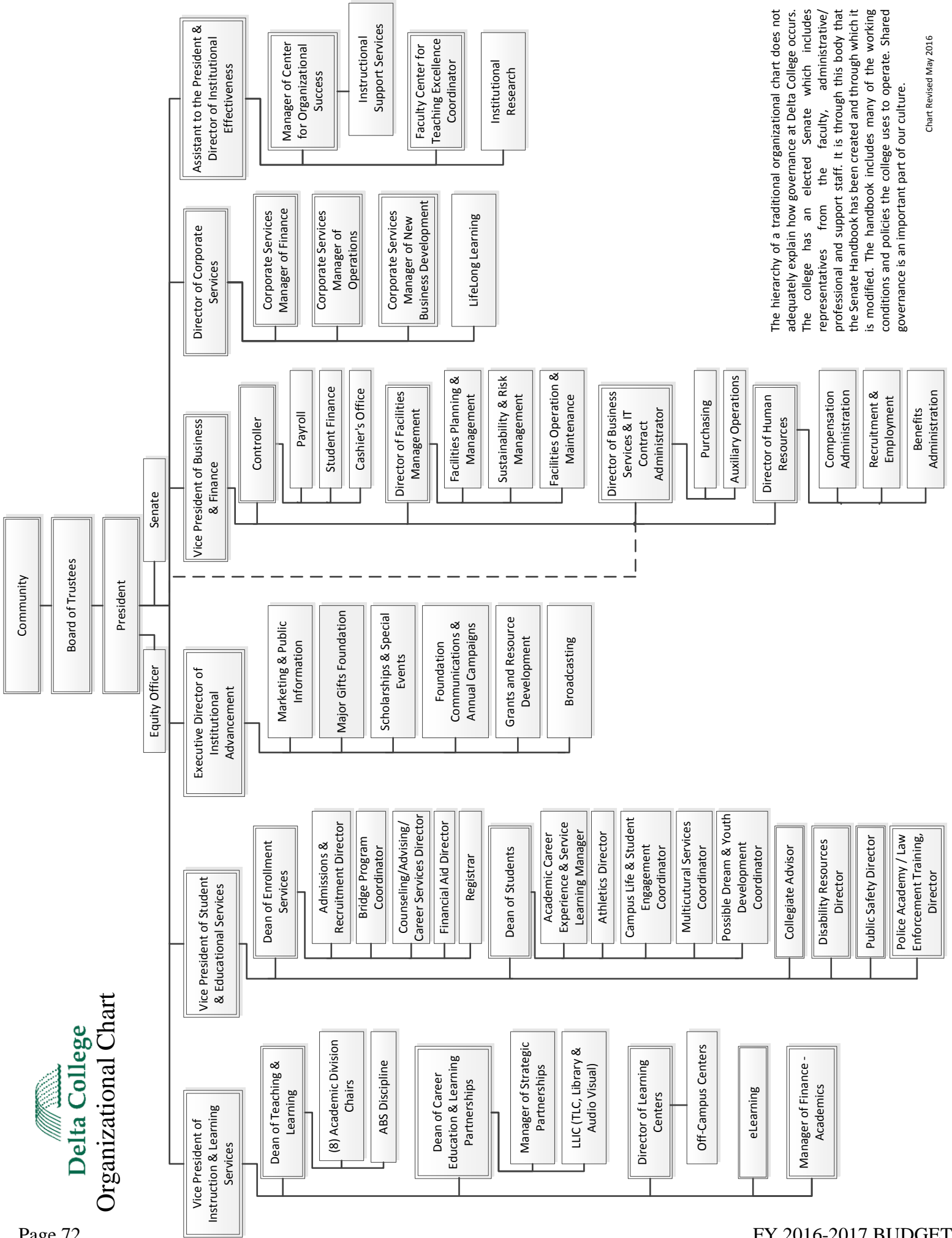
The General Fund is the primary operational fund of the College, and is used to account for the transactions related to the College's academic and instructional programs and their administration. Revenues are recorded by source and expenditures are recorded by function, as defined by the State of Michigan Community College Activities Classification Structure (ACS).

The ACS includes an established set of activity functions and related definitions, not only for reporting financial data but also for several key enrollment and operational activity measures. The fundamental purpose of ACS is to provide consistent and comparative reporting of the various activity measures among all Michigan community colleges. The State of Michigan uses ACS data primarily for community college funding appropriation and allocation.

Detail discussion about the specific General Fund revenues and expenditures is contained within this section. The use of General Fund revenues is determined by the College's appropriation process which is tied to the College's strategic initiatives. The Budget Cabinet provides leadership in the appropriation process. The budget process is further described in the Strategic Planning and Fiscal Planning sections of this document. The current year Budget Planning and Resource Allocation Decisions addressing the tactical plans that have been developed to meet the College's strategic initiatives are located on pages 6-9.



Organizational Chart



The hierarchy of a traditional organizational chart does not adequately explain how governance at Delta College occurs. The college has an elected Senate which includes representatives from the faculty, administrative/professional and support staff. It is through this body that the Senate Handbook has been created and through which it is modified. The handbook includes many of the working conditions and policies the college uses to operate. Shared governance is an important part of our culture.

DELTA COLLEGE GENERAL FUND BUDGET

FISCAL YEAR 2016-2017

REVENUES

TUITION AND FEES		
Tuition	\$ 20,324,627	
Registration Fees	911,500	
Excess Contact Hour Fees	1,968,840	
Technology Fees	3,099,100	
Program Course Fees	245,000	
Dual Enrollment Fees	70,000	
Online Course Fees	<u>838,000</u>	
TOTAL TUITION AND FEES		\$ 27,457,067
STATE APPROPRIATIONS		14,999,200
PROPERTY TAXES		
Bay County	5,619,191	
Midland County	7,677,259	
Saginaw County	<u>9,886,986</u>	
TOTAL PROPERTY TAXES		23,183,436
AUXILIARY SERVICES		250,000
FUND TRANSFERS		259,185
INVESTMENT INCOME		220,000
OTHER		<u>422,875</u>
TOTAL REVENUES		66,791,763

EXPENDITURES BY ACTIVITY

INSTRUCTION	\$ 32,157,874	
INSTRUCTIONAL SUPPORT	<u>8,566,415</u>	
TOTAL INSTRUCTION		40,724,289
PUBLIC SERVICE	1,090,893	
STUDENT SERVICES	7,961,931	
INSTITUTIONAL ADMINISTRATION	7,988,759	
FACILITIES MANAGEMENT	<u>9,013,599</u>	
TOTAL EXPENDITURES		<u>66,779,471</u>
REVENUES OVER EXPENDITURES		12,292
BEGINNING FUND BALANCE		<u>6,913,209</u>
ENDING FUND BALANCE		<u>\$ 6,925,501</u>

DELTA GENERAL

FIVE YEAR HISTORY

	ACTUAL 2011-2012	ACTUAL 2012-2013	ACTUAL 2013-2014	ACTUAL 2014-2015
REVENUES				
Tuition and Fees	\$ 28,407,225	\$ 27,610,261	\$ 27,049,769	\$ 27,049,769
State Appropriations	13,336,200	13,854,113	14,152,570	14,589,969
Property Taxes	22,662,886	22,596,120	22,797,665	22,931,569
Auxiliary Service	250,000	250,000	250,000	300,000
Investment Income	116,893	(144,486)	170,649	218,516
Grants and Other	<u>757,390</u>	<u>552,242</u>	<u>536,624</u>	<u>609,419</u>
Total Revenues	<u>65,530,594</u>	<u>64,718,250</u>	<u>64,957,277</u>	<u>65,699,242</u>
EXPENDITURES				
Instruction	32,556,251	32,401,641	32,205,850	32,443,828
Instructional Support	<u>7,430,455</u>	<u>7,439,569</u>	<u>7,300,873</u>	<u>8,048,111</u>
Total Instruction	39,986,706	39,841,210	39,506,723	40,491,939
Public Service	1,087,161	1,098,302	1,004,207	881,826
Student Services	6,726,883	7,078,584	6,647,956	7,061,621
Institutional Admin	7,897,873	6,983,806	7,479,849	7,169,571
Facilities Management	<u>9,764,564</u>	<u>9,703,200</u>	<u>10,262,552</u>	<u>9,975,555</u>
Total Expenditures	<u>65,463,187</u>	<u>64,705,102</u>	<u>64,901,287</u>	<u>65,580,512</u>
Revenues over/(under) Expenditures	67,407	13,148	55,990	118,730
Beginning Fund Balance	<u>6,631,855</u>	<u>6,699,262</u>	<u>6,712,410</u>	<u>6,768,400</u>
Ending Fund Balance	<u>\$ 6,699,262</u>	<u>\$ 6,712,410</u>	<u>\$ 6,768,400</u>	<u>\$ 6,887,130</u>
~ State pass-through to MPSERS		<u>\$ 636,844</u>	<u>\$ 1,612,995</u>	<u>\$ 2,747,405</u>
<p>~ Beginning in 2012-2013, the State of Michigan has appropriated additional funding for direct pass-through to the MPSERS retirement system for purposes of reducing the system's UAAL. This additional amount is recorded in the audited financial statements as both state appropriations and retirement expense, but is only reflected as a memo line item above for operating budget purposes.</p>				

COLLEGE FUND

AND BUDGET COMPARISON

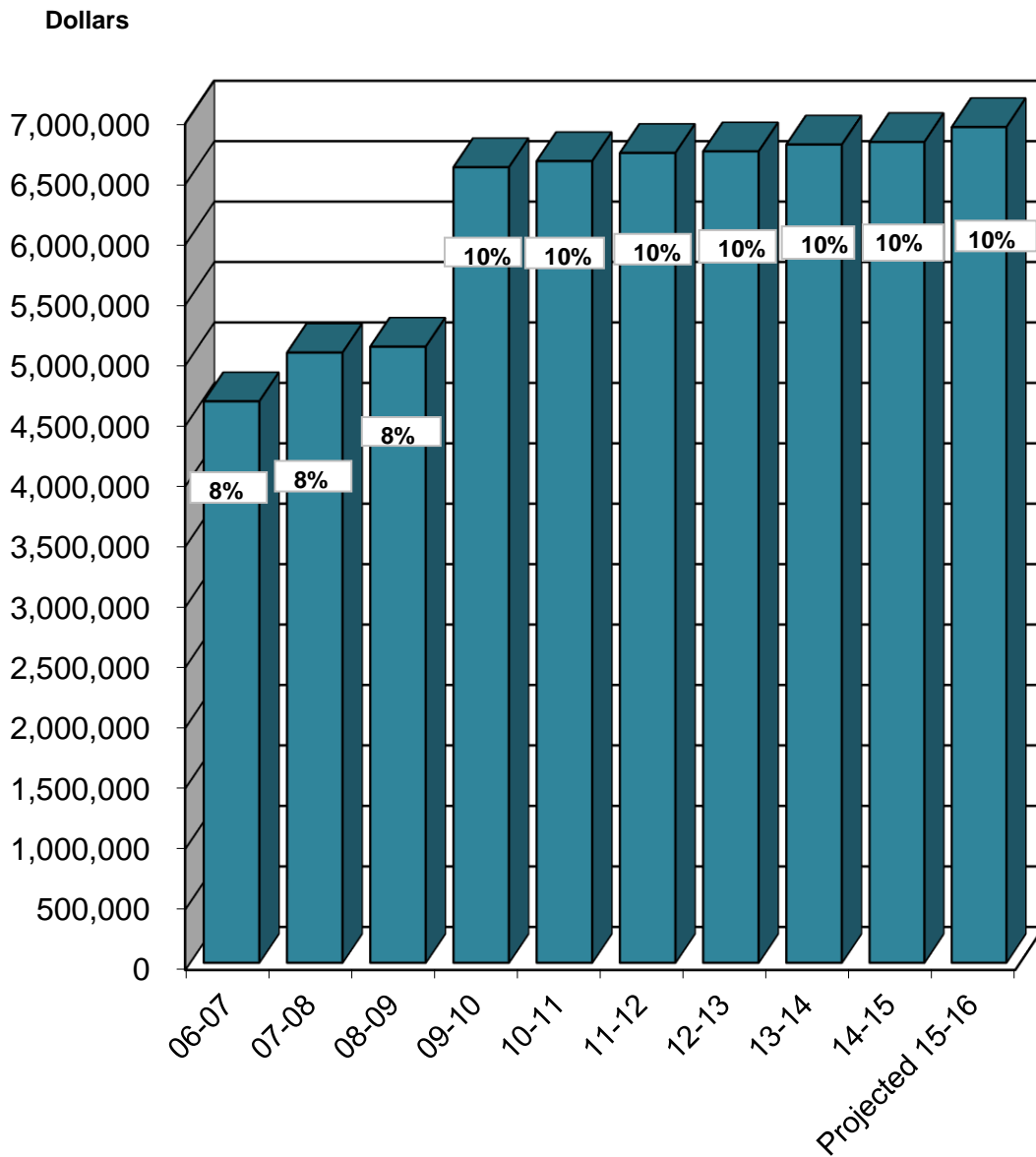
	<u>PROJECTED 2015-2016</u>		<u>BUDGETED 2016-2017</u>		<u>% CHANGE</u>
	<u>AMOUNT</u>	<u>% OF TOTAL</u>	<u>AMOUNT</u>	<u>% OF TOTAL</u>	<u>FROM</u>
					<u>PRIOR YEAR</u>
REVENUES					
Tuition and Fees	\$ 27,011,704	40.9%	\$ 27,457,067	41.1%	1.6%
State Appropriations	14,795,500	22.4%	14,999,200	22.5%	1.4%
Property Taxes	23,011,543	34.8%	23,183,436	34.7%	0.7%
Auxiliary Service	250,000	0.4%	250,000	0.4%	0.0%
Investment Income	338,483	0.5%	220,000	0.3%	-35.0%
Grants and Other	<u>694,756</u>	<u>1.0%</u>	<u>682,060</u>	<u>1.0%</u>	<u>-1.8%</u>
Total Revenues	<u>66,101,986</u>	<u>100%</u>	<u>66,791,763</u>	<u>100%</u>	<u>1.0%</u>
EXPENDITURES					
Instruction	32,400,875	49.0%	32,157,874	48.2%	-0.7%
Instructional Support	<u>8,328,706</u>	<u>12.6%</u>	<u>8,566,415</u>	<u>12.8%</u>	<u>2.9%</u>
Total Instruction	40,729,581	61.6%	40,724,289	61.0%	2.1%
Public Service	1,007,454	1.5%	1,090,893	1.6%	8.3%
Student Services	7,146,127	10.8%	7,961,931	11.9%	11.4%
* Institutional Admin	7,652,090	11.6%	7,988,759	12.0%	4.4%
Facilities Management	<u>9,540,655</u>	<u>14.5%</u>	<u>9,013,599</u>	<u>13.5%</u>	<u>-5.5%</u>
Total Expenditures	<u>66,075,907</u>	<u>100%</u>	<u>66,779,471</u>	<u>100%</u>	<u>1.1%</u>
Revenues over/(under) Expenditures	26,079		12,292		
Beginning Fund Balance	<u>6,887,130</u>		<u>6,913,209</u>		
Ending Fund Balance	<u>\$ 6,913,209</u>		<u>\$ 6,925,501</u>		
~ State pass-through to MPSERS	<u>\$ 3,668,000</u> estimated		<u>\$ 3,670,000</u> estimated		

* Tuition waiver, vacation liability and other fringe benefits are budgeted under Institutional Administration. These items are recorded in the user cost center when expended. Also recorded under Institutional Administration are various contingency reserves.

DELTA COLLEGE

GENERAL FUND

FUND BALANCE HISTORY



A long term goal of the College is to maintain a General Fund balance of 10% of its operating revenue. Effective beginning FY 2009-2010, the Board of Trustees increased the fund balance goal from 8% to 10%. The percentages on the graph indicate the gradual success of the College in achieving the goal. An 8% fund balance was first realized as of June 30, 1997. For FY 2015-2016, the fund balance is expected to approximate \$6.9 million, or approximately 10% of annual operating revenues.

GENERAL FUND

REVENUE DETAIL

NOTES

The **major sources of revenue** recorded and budgeted in the General Fund include state appropriations, property taxes, and tuition and fees, which together account for approximately 98% of the total General Fund revenues. Budgeted estimates for each source of revenue are based upon detailed information and analysis, depending upon the specific type of revenue.

The state appropriations budget is the actual amount allocated to the College by state legislation for the budgeted fiscal year. These funds are disbursed to the College over an eleven-month period, October through August, and the July and August payments are accrued back to the College's fiscal year ended June 30.

Property tax revenues are budgeted based upon the total current taxable valuation that has been established for levy on the real and personal property tax rolls located within the three counties comprising the College district. The tax rolls included in the College's levy are ad valorem, industrial facilities and commercial facilities. A significant portion of the taxable valuation is captured by various tax increment financing authorities that have been established for economic development purposes. After an annual public budget/truth-in-taxation hearing has been held each June, the Board of Trustees approves the millage rate to be levied. The net total taxable valuation is multiplied by the approved millage rate to calculate the projected property tax revenue. An estimated allowance for delinquent and uncollectible property taxes is deducted from the property tax revenue budgeted. The property tax valuations and revenue calculations are presented on page 83.

Tuition and fees are budgeted based upon estimated enrollment projections (credit hours), which are determined through analysis of regional environmental scanning data and discipline and departmental historical credit hour trends, and are adjusted for planned revisions to program offerings and program and graduation requirements. The College's tuition rate, as approved by the Board of Trustees and weighted based upon a historical in-district/out-district/out-state average, is multiplied by the projected credit hours to calculate the budgeted tuition. Fees, including registration and course fees, are budgeted based on their individual historical relationship to tuition revenue, taking into account any changes in fee rates that have been approved by the Board of Trustees for the budgeted year. A summary of credit hour projections and tuition and fee rates is presented on page 82. Detail credit hour projections for each academic division are presented on page 152. A historical chart of credit hours is shown on page 151.

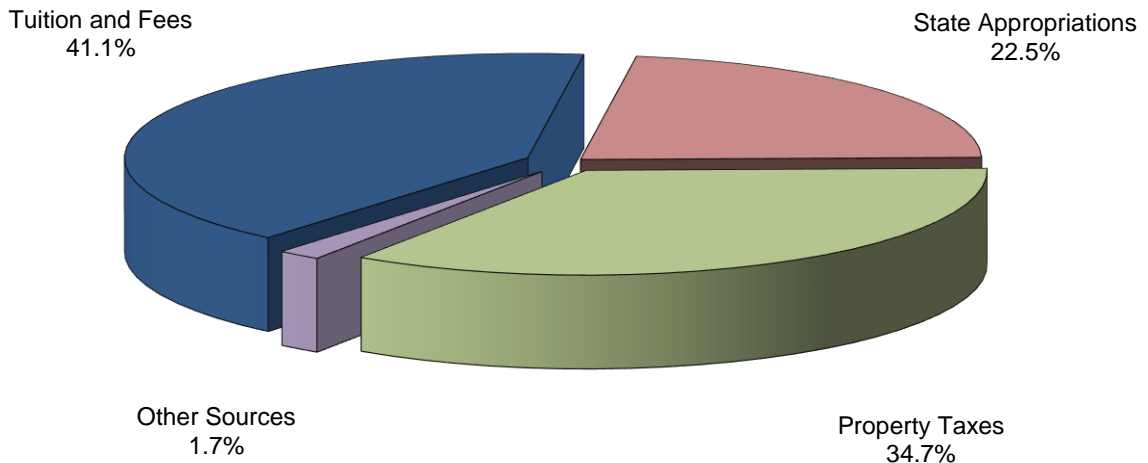
The tuition and fees budget is the most volatile of the College's major revenue sources because unlike state appropriations, taxable valuations and millage rates, enrollment is not a predetermined value and has a higher probability of significant variance from the levels projected.

Throughout the budgeting process each year, the College adjusts its General Fund expenditures based upon the revenue projections.

DELTA COLLEGE GENERAL FUND BUDGET FISCAL YEAR 2016-2017

REVENUES

TUTION AND FEES			
Tuition	\$	20,324,627	
Registration Fees		911,500	
Excess Contact Hour Fees		1,968,840	
Technology Fees		3,099,100	
Program Course Fees		245,000	
Dual Enrollment Fees		70,000	
Online Course Fees		<u>838,000</u>	
TOTAL TUITION AND FEES			\$ 27,457,067
STATE APPROPRIATIONS			14,999,200
PROPERTY TAXES			
Bay County		5,619,191	
Midland County		7,677,259	
Saginaw County		<u>9,886,986</u>	
TOTAL PROPERTY TAXES			23,183,436
AUXILIARY SERVICES			250,000
FUND TRANSFERS			259,185
INVESTMENT INCOME			220,000
OTHER			<u>422,875</u>
TOTAL REVENUES			<u>\$ 66,791,763</u>

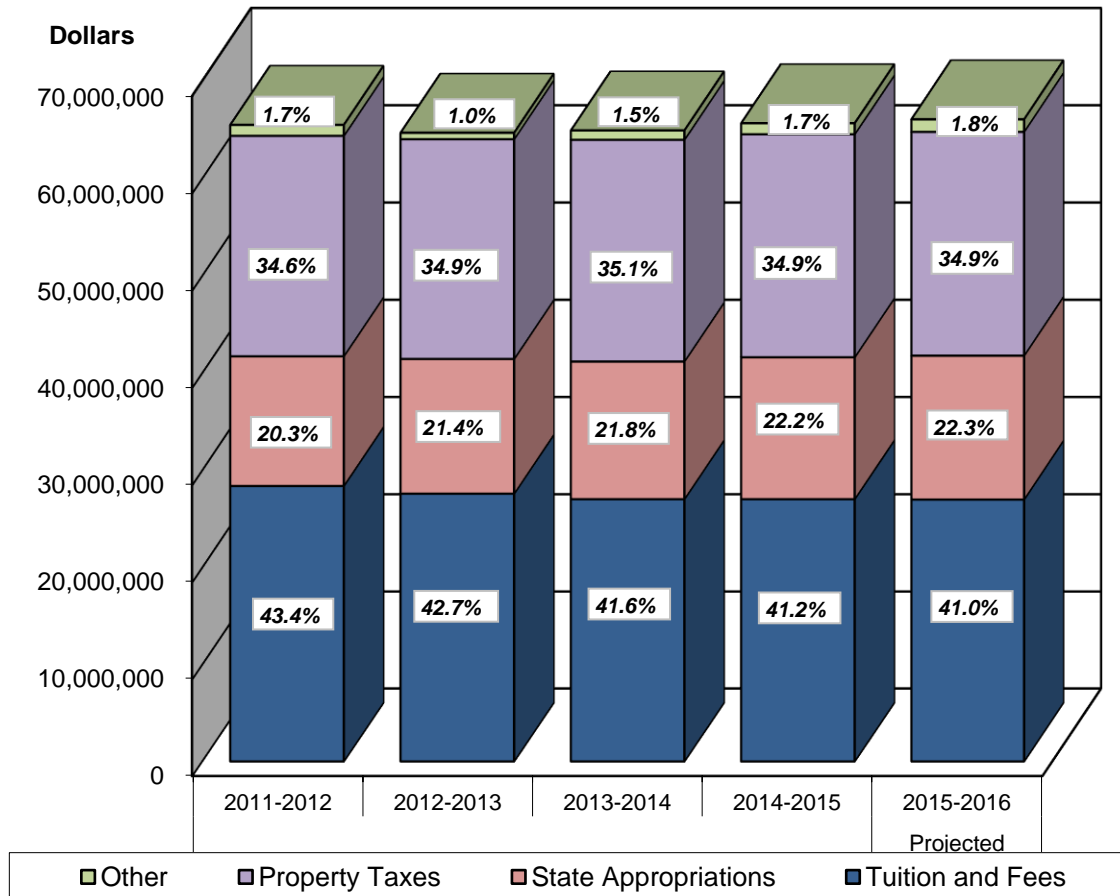


DELTA COLLEGE GENERAL FUND

REVENUE SOURCES FIVE YEAR ACTUAL HISTORY

REVENUES

	2011-2012	2012-2013	2013-2014	2014-2015	Projected 2015-2016
Tuition and Fees	\$ 28,407,225	\$ 27,610,261	\$ 27,049,769	\$ 27,049,769	\$ 27,011,704
State Appropriations	13,336,200	13,854,113	14,152,570	14,589,969	14,795,500
Property Taxes	22,662,886	22,596,120	22,797,665	22,931,569	23,011,543
Other	<u>1,124,283</u>	<u>657,756</u>	<u>957,273</u>	<u>1,127,935</u>	<u>1,283,239</u>
Total	<u>\$ 65,530,594</u>	<u>\$ 64,718,250</u>	<u>\$ 64,957,277</u>	<u>\$ 65,699,242</u>	<u>\$ 66,101,986</u>



REVENUE SOURCES DETAIL

TUITION AND FEES

Per credit hour tuition rates for 2016-2017 and 2015-2016 are as follows:

	<u>FY 2016-2017</u>	<u>FY 2015-2016</u>	<u>CHANGE</u>	<u>% CHANGE</u>
In District	\$ 99.50	\$ 96.50	\$ 3.00	3.1%
Out District	\$ 170.00	\$ 159.00	\$ 11.00	6.9%
Out State	\$ 320.00	\$ 309.00	\$ 11.00	3.6%

CREDIT HOURS

	<u>BUDGETED</u>	<u>ACTUAL</u>	<u>CHANGE</u>	<u>% CHANGE</u>
	<u>FY 2016-2017</u>	<u>FY 2015-2016</u>		
Summer	4,488	4,720	(232)	-4.9%
Fall	81,192	83,624	(2,432)	-2.9%
Winter	77,752	80,385	(2,633)	-3.3%
Spring	<u>18,868</u>	<u>18,878</u>	<u>(10)</u>	<u>-0.1%</u>
Total Credit Hours	<u>182,300</u>	<u>187,607</u>	<u>(5,307)</u>	<u>-2.8%</u>

Note: Credit hours for Summer, Fall and Winter semesters in FY 2015-2016 are actual, whereas Spring credit hours are as projected. See section called "Other" for credit hour history and projections.

COURSE FEES

Course fees are a combination of two items: (1) an excess contact hour fee which is charged for instructional contact hours in excess of the credit hours for a course, and (2) a technology fee which is applied to all courses. The excess contact hour fee is computed on a residency-based scale. For FY 2016-2017, the excess contact hour fee increases from \$64 to \$66 for in-district students, from \$106 to \$113 for out-district students, and from \$206 to \$213 for out-state students. The technology fee increases from \$14 to \$17 per credit hour.

Some programs, including Nursing, Dental Hygiene, Automotive Service, and online courses are charged additional fees in order to cover the cost of the special services provided in these courses.

REGISTRATION FEES

Students are charged a registration fee each semester, which remains unchanged at \$40 for FY 2016-2017.

STATE APPROPRIATIONS

	<u>BUDGETED</u>	<u>ACTUAL</u>	<u>CHANGE</u>	<u>% CHANGE</u>
	<u>FY 2016-2017</u>	<u>FY 2015-2016</u>		
Appropriations	\$ 14,999,200	\$ 14,795,500	\$ 203,700	1.4%

Note: In addition, approximately \$3,670,000 is received annually for direct pass-through to MPSERS

OTHER REVENUE

	<u>BUDGETED</u>	<u>PROJECTED</u>	<u>CHANGE</u>	<u>% CHANGE</u>
	<u>FY 2016-2017</u>	<u>FY 2015-2016</u>		
Collegiate Ads	8,000	9,000	\$ (1,000)	-11.1%
Credit By Exam	12,875	5,700	7,175	125.9%
Library Fines	2,000	1,900	100	5.3%
Live Scan Fees	22,000	22,000	-	0.0%
Miscellaneous	92,000	93,292	(1,292)	-1.4%
Parking Fines	1,000	500	500	100.0%
Payment Plan Enroll Fees	21,000	22,800	(1,800)	-7.9%
Planetarium	87,000	77,018	9,982	13.0%
Rent Space/Equipment	45,000	54,000	(9,000)	-16.7%
Reserve Parking	12,000	11,400	600	5.3%
Sale of Assets	25,000	31,000	(6,000)	-19.4%
Testing	45,000	43,000	2,000	4.7%
Transcript Fees	<u>50,000</u>	<u>50,000</u>	<u>-</u>	<u>0.0%</u>
Total Other Revenue	<u>\$ 422,875</u>	<u>\$ 421,610</u>	<u>\$ 1,265</u>	<u>0.3%</u>

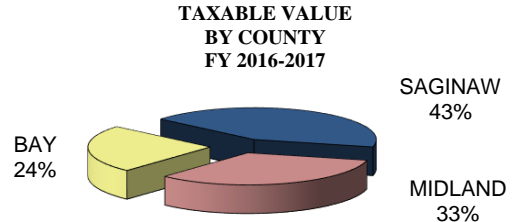
PROPERTY TAXES

The following is the detail related to the taxable valuation of the Delta College District. The College's authorized millage rate for operations is 2.1000 mills, however, due to the Headlee Amendment, the College's operating millage rate has been reduced to 2.0427. The overall property values in the College's district for FY 2016-2017 increased by .95%. The current year Headlee cap on increases in taxable assessed value per parcel for existing properties is .3%.

	SAGINAW COUNTY	MIDLAND COUNTY	BAY COUNTY	TOTAL
<u>2016 TAXABLE VALUATIONS</u>				
Ad Valorem Roll	\$ 4,826,503,874	\$ 3,441,709,887	\$ 2,781,650,950	\$ 11,049,864,711
DNR Roll	7,159,391	3,160,323	4,053,513	14,373,227
IFT Roll - New	75,287,669	18,075,025	26,718,419	120,081,113
IFT Roll - Rehab	1,146,875	2,809,000	-	3,955,875
Less Captured Values	(220,181,688)	(43,079,158)	(106,252,011)	(369,512,857)
Add Exempt Personal Property Reimb	<u>175,940,839</u>	<u>355,906,850</u>	<u>59,992,006</u>	<u>591,839,695</u>
Net Taxable Valuation - 2016	<u>\$ 4,865,856,960</u>	<u>\$ 3,778,581,927</u>	<u>\$ 2,766,162,877</u>	<u>\$ 11,410,601,764</u>
<u>2015 TAXABLE VALUATIONS</u>				
Ad Valorem Roll	\$ 4,926,248,765	\$ 3,680,963,452	\$ 2,847,034,923	\$ 11,454,247,140
DNR Roll	7,138,015	3,180,330	4,041,419	14,359,764
IFT Roll - New	84,866,207	80,676,675	39,651,537	205,194,419
IFT Roll - Rehab	1,146,875	2,167,500	-	3,314,375
Less Captured Values	(225,745,904)	(40,158,330)	(108,430,722)	(374,334,956)
Add Exempt Personal Property Reimb	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Taxable Valuation - 2015	<u>\$ 4,793,653,958</u>	<u>\$ 3,726,829,627</u>	<u>\$ 2,782,297,157</u>	<u>\$ 11,302,780,742</u>
Percent Increase (Decrease)	1.51%	1.39%	-0.58%	0.95%

FY 2016-2017 OPERATING PROPERTY TAX REVENUE CALCULATION:

Total 2016 Net Taxable Valuation	\$ 11,410,601,764
x General Operating Millage Rate	<u>2.0427</u>
Property Tax Revenues	\$ 23,308,436
Less Delinquent and Appealed Taxes	<u>(125,000)</u>
Net Operating Property Tax Revenues	<u>\$ 23,183,436</u>



NOTES:

INDUSTRIAL FACILITIES TAX ABATEMENT (IFT)

Property designated as IFT are included on a separate tax roll. IFT's are classified as new or rehab facilities. New facilities are taxed at one half the rate of the taxing district. Rehab facilities are taxed at the whole rate, but only on the initial assessment, not the improvements. These tax abatements typically do not exceed 12 years.

CAPTURED VALUES

Captured values include those properties for which a portion of the College's levy is "captured" by the designated district within which the property is located. Such districts are designed to capture tax revenues for purposes of economic rehabilitation, enhancement, and/or growth, and include Tax Increment Finance Authority (TIFA), Downtown Development Authority (DDA), Local Finance Development Authority (LDFA), and Brownfield Redevelopment Zone. Properties in these districts are not exempt for taxes; rather they are included in the ad valorem and IFT tax rolls, and the tax revenues received by the College on these properties are based upon an initial assessed taxable valuation. The tax revenues resulting from increases in taxable valuation on these properties are captured and turned over to the designated district. For budgeting purposes, the captured taxable valuation must therefore be subtracted from the total taxable valuation when calculating the College's property tax revenues.

EXEMPT PERSONAL PROPERTY TAX REIMBURSEMENTS

Recent State legislation has exempted certain personal property from tax levy. Beginning in 2016, the College will be reimbursed from the State of Michigan for the losses the College incurred from applicable commercial and industrial personal property tax exemptions. The reimbursements are expected to be computed based on the reduction in taxable valuation from 2013 to the current tax year for these personal property tax classifications.

NOTES

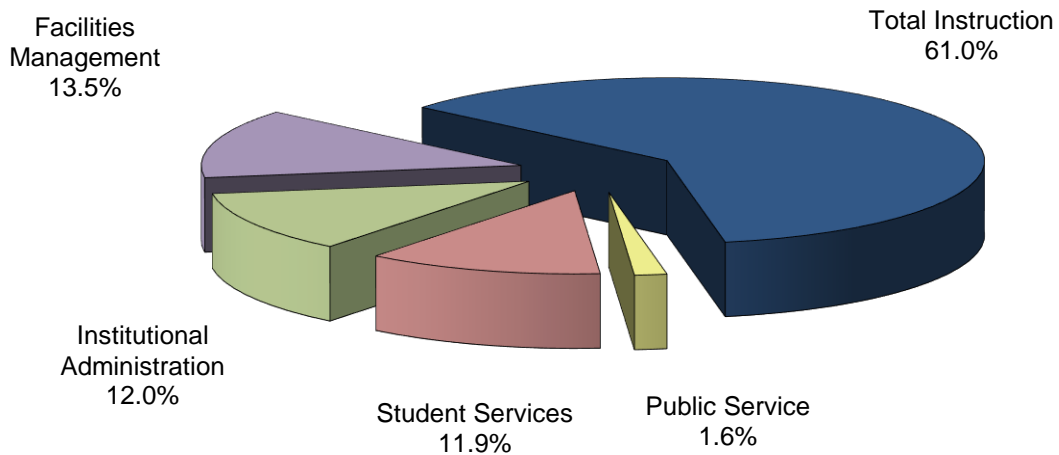
GENERAL FUND

EXPENDITURE DETAIL

DELTA COLLEGE GENERAL FUND BUDGET FISCAL YEAR 2016-2017

EXPENDITURES BY ACTIVITY

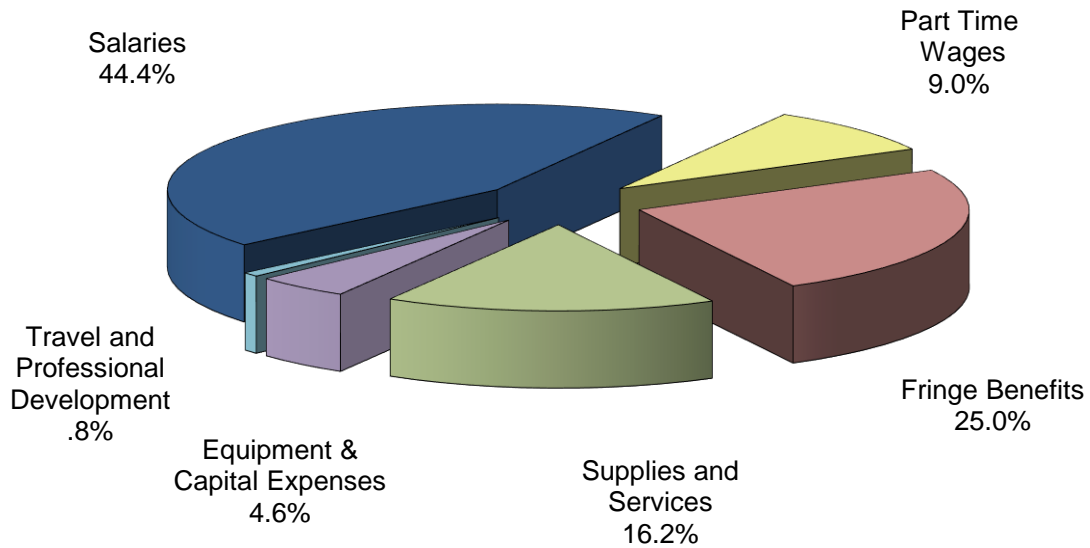
Instruction	\$ 32,157,874	48.2%
Instructional Support	<u>8,566,415</u>	<u>12.8%</u>
Total Instruction	40,724,289	61.0%
Public Service	1,090,893	1.6%
Student Services	7,961,931	11.9%
Institutional Administration	7,988,759	12.0%
Facilities Management	<u>9,013,599</u>	<u>13.5%</u>
TOTAL EXPENDITURES	<u>\$ 66,779,471</u>	<u>100.0%</u>



DELTA COLLEGE GENERAL FUND BUDGET FISCAL YEAR 2016-2017

EXPENDITURES BY OBJECT

Salaries	\$ 29,670,811	44.4%
Part Time Wages	6,023,068	9.0%
Fringe Benefits	16,661,960	25.0%
Supplies and Services	10,818,422	16.2%
Equipment & Capital Expenses	3,073,003	4.6%
Travel and Professional Development	<u>532,207</u>	<u>0.8%</u>
TOTAL EXPENDITURES	<u>\$ 66,779,471</u>	<u>100.0%</u>

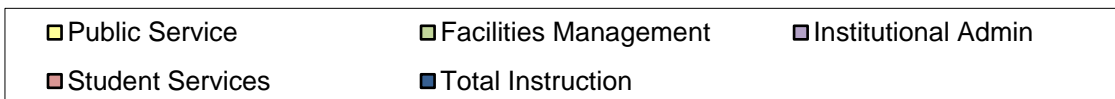
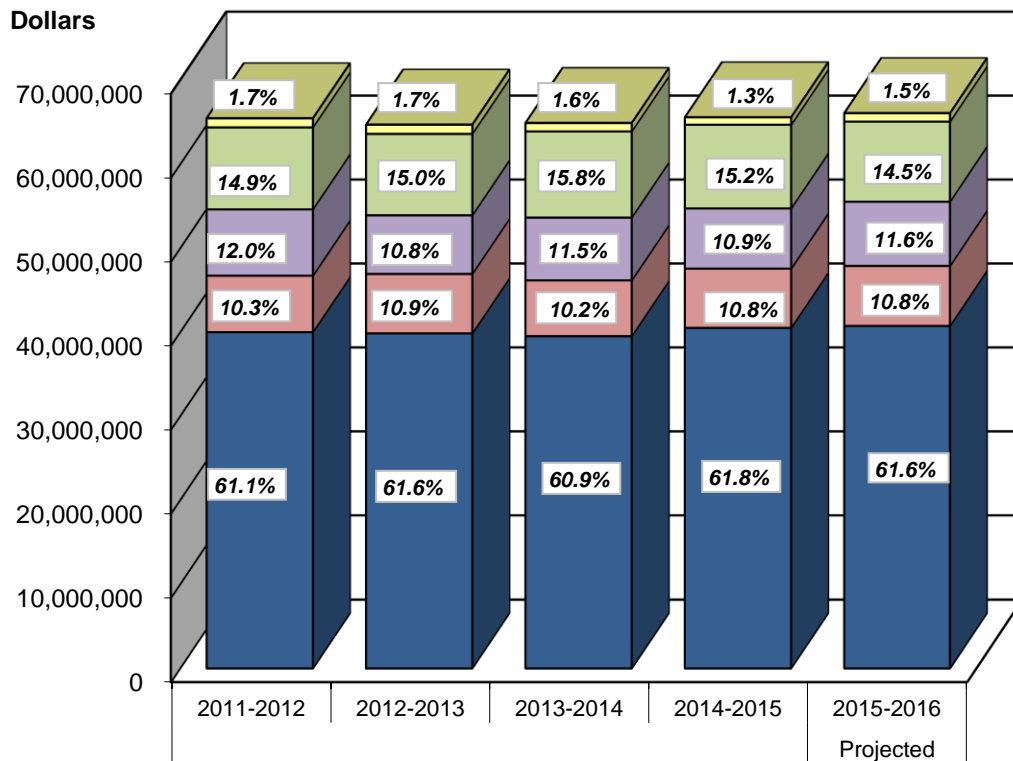


DELTA COLLEGE GENERAL FUND

EXPENDITURES BY ACTIVITY FIVE YEAR ACTUAL HISTORY

ACTIVITIES

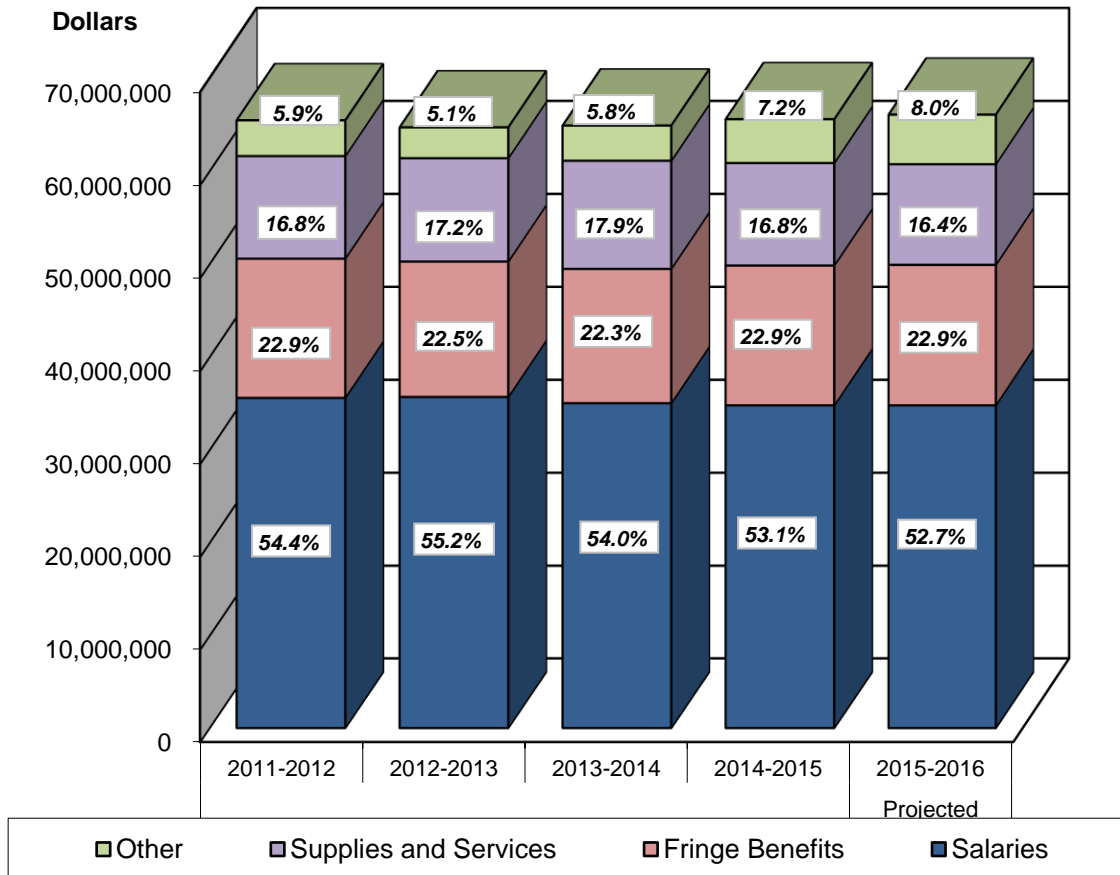
	2011-2012	2012-2013	2013-2014	2014-2015	Projected 2015-2016
Instruction	\$ 32,556,251	\$ 32,401,641	\$ 32,205,850	\$ 32,443,828	\$ 32,400,875
Instructional Support	7,430,455	7,439,569	7,300,873	8,048,111	8,328,706
Total Instruction	39,986,706	39,841,210	39,506,723	40,491,939	40,729,581
Public Service	1,087,161	1,098,302	1,004,207	881,826	1,007,454
Student Services	6,726,883	7,078,584	6,647,956	7,061,621	7,146,127
Institutional Admin	7,897,873	6,983,806	7,479,849	7,169,571	7,652,090
Facilities Management	9,764,564	9,703,200	10,262,552	9,975,555	9,540,655
Total	\$ 65,463,187	\$ 64,705,102	\$ 64,901,287	\$ 65,580,512	\$ 66,075,907



DELTA COLLEGE GENERAL FUND

EXPENDITURES BY OBJECT FIVE YEAR ACTUAL HISTORY

OBJECT	2011-2012	2012-2013	2013-2014	2014-2015	Projected 2015-2016
Salaries	\$ 35,612,652	\$ 35,707,131	\$ 35,035,524	\$ 34,804,127	\$ 34,804,355
Fringe Benefits	14,976,193	14,565,296	14,455,323	15,048,145	15,114,705
Supplies and Services	11,029,846	11,113,432	11,621,754	11,023,971	10,821,841
Other	<u>3,844,496</u>	<u>3,319,243</u>	<u>3,788,686</u>	<u>4,704,269</u>	<u>5,335,006</u>
Total	<u>\$ 65,463,187</u>	<u>\$ 64,705,102</u>	<u>\$ 64,901,287</u>	<u>\$ 65,580,512</u>	<u>\$ 66,075,907</u>



NOTES

GENERAL FUND

COST CENTER DETAIL

The College's organizational chart is found on page 72. It defines the major reporting relationships of the institution.

The basic unit of the General Fund is a **cost center**. Each cost center has a manager who is responsible for the dollars allocated to the cost center. This person is also responsible for the outcomes of the cost center. It is possible for one person to have many cost centers under their control.

Although this part of the budget addresses only the General Fund, it is possible that a cost center manager puts together cost centers from various funds to operate a particular program. Broadcasting is a good example of a program that must manage funds in the General Fund, the Restricted Fund and the Plant Fund. Each fund contributes a particular piece to the overall operation of the Broadcasting function.

A list of all General Fund cost centers is found on pages 94-97. They are listed by the six major activity classifications prescribed by the Michigan Department of Labor and Economic Growth which administers the Community College Services Unit for the State of Michigan.

In addition, the College has five Strategic Planning and Budgeting groups which are working to link the strategic plan to the budget. A description of each group and their activities is described on the next page.

To assist all constituencies in identifying the Strategic Planning and Budget group responsible for a given cost center, an alpha character has been added to each cost center.

The key to the alpha character is at the bottom of each page.

- A - Administrative Group led by the President, Dr. Jean Goodnow
- C - Academic Services Group led by the Vice President of Instruction and Learning Services, Dr. Reva Curry
- D - Student & Educational Services Group led by the Vice President of Student and Educational Services, Margaret Mosqueda
- E - Business & Finance Group led by the Vice President of Business & Finance, Debra Lutz
- F - Information Technology Group led by the Information Technology Contract Administrator, Barb Webb

The following page contains a description of each of the major college units.

Administrative Group

The Administrative Group primary accountabilities are for presidential leadership, strategic planning, legal, research, public relations and fund development. These tasks are accomplished through the numerous offices in this area.

Academic Services Group

Academic programs, courses, and services are a direct manifestation of the mission of the College. This Division provides most of the programs listed as program goals in the current mission. The primary accountabilities are: (1) to provide a large and diverse student body with courses or programs of study appropriate to its needs; (2) to provide rationale for those programs as well as clearly defined learning objectives; (3) to assure appropriate standards of instruction leading to effective student performance; (4) to support and/or encourage College departments/offices to provide the range of services necessary to enhance each student's learning potential in a supportive environment.

Student & Educational Services Group

The primary institutional accountability of Student & Educational Services is to deliver high quality programs to a broad range of students in support of the College mission. In addition, Student & Educational Services shares heavily in the College commitment to maintain equal access to educational opportunity through an open admissions policy and carries major responsibility for selected goals and values articulated in the institutional mission.

Student & Educational Services is made up of 22 operational units, including public safety, under the leadership of the Vice President of Student & Educational Services, the Dean of Student & Educational Services, and the Dean of Student & Academic Services.

Business & Finance Group

The Business & Finance Group is responsible for the accountabilities of budgeting, cash management, financial reporting, payroll, accounts payable, accounts receivable, purchasing, contract administration, conference services, auxiliary services, human resources, and facilities planning, operations, sustainability and risk management.

Information Technology Group

The Information Technology Group is responsible for the accountabilities of information technology services.

DETAIL OF GENERAL FUND EXPENDITURE BUDGET

COST CENTER	POSITIONS			2100	2200	2300	2400	2500	2600	TOTAL
	FAC	AP	SS	FULL TIME SALARIES	PART TIME SALARIES	FRINGE BENEFITS	SUPPLIES & SERVICES	EQUIP/ CAPITAL	PROF DEV & TRAVEL	
INSTRUCTION										
1011 C Interdisciplinary Social Sciences	0	0	0	-	-	-	350	-	-	350
1012 C Economics	4	0	0	278,964	-	138,802	2,500	-	4,000	424,266
1013 C History	3	0	0	230,480	-	110,835	3,000	-	3,000	347,315
1014 C Criminal Justice	3	0	0	225,761	-	109,340	6,000	-	3,000	344,101
1015 C Political Science	6	0	0	509,952	-	237,177	7,000	-	6,000	760,129
1016 C Psychology	7.5	0	0	725,218	-	330,575	6,000	-	8,000	1,069,793
1017 C Sociology	4	0	0	310,301	-	148,727	3,600	-	4,000	466,628
1018 C Applied Behavioral Science	0	0	0	-	-	-	1,500	-	-	1,500
1019 C Child Development	1	0	0	84,895	-	39,499	1,700	-	1,000	127,094
1021 C Art & Design	4	0	0	299,588	9,153	145,807	17,969	-	4,000	476,517
1023 C Foreign Language	2	0	0	136,261	-	68,382	4,000	-	2,000	210,643
1024 C Theater	0	0	0	-	-	-	2,400	-	-	2,400
1025 C Interdisciplinary Humanities	0	0	0	-	-	-	500	-	-	500
1026 C Music	2	0	0	168,945	-	78,730	8,850	-	2,000	258,525
1027 C Philosophy	4	0	0	316,761	-	150,771	3,000	-	4,000	474,532
1028 C Electronic Media Broadcasting	2	0	0	155,184	2,351	74,373	2,600	-	2,000	236,508
1029 C Communications	7.5	0	0	614,317	-	282,732	6,400	-	7,000	910,449
1031 C English	26	0	0	2,198,532	-	1,024,212	26,700	-	26,000	3,275,444
1035 C Math	17	0	0	1,425,619	-	665,917	36,700	7,900	17,000	2,153,136
1041 C Biology	16	0	0	1,322,131	-	620,530	56,000	-	16,000	2,014,661
1042 C Chemistry	7	0	0	590,160	-	275,197	39,300	-	7,000	911,657
1043 C Geology	1	0	0	70,845	-	35,051	5,000	-	1,000	111,896
1044 C Geography	2	0	0	126,574	-	65,315	4,950	-	2,000	198,839
1045 C Physics	6	0	0	524,663	-	241,838	8,000	-	6,000	780,501
1046 C Science Tech Programs	0	0	0	-	-	-	1,100	-	-	1,100
1047 C Science Labs	0	3.92	0	190,870	39,779	115,212	150	-	2,000	348,011
1052 C Lifelong Wellness	6	0	0	521,669	-	240,889	15,000	-	6,000	783,558
1061 C Accounting	4.0	0	0	321,285	-	152,203	5,000	-	4,000	482,488
1063 C Computer Info Systems	9	0	0	755,499	30,628	362,336	7,850	-	9,000	1,165,313
1065 C Legal Support Professional	0	0	0	-	-	-	1,100	-	-	1,100
1066 C Management	5	0	0	440,709	-	202,636	7,000	-	5,000	655,345
1067 C Office Admin & Technology	6	0	0	443,118	-	216,017	10,000	-	6,000	675,135
1069 C Nursing Course Testing Fees	0	0	0	-	-	-	100,000	-	-	100,000
1070 C Nursing	17	0	0	1,289,483	2,939	622,813	43,000	-	17,000	1,975,235
1071 C Surgical Technology	1	0	0	61,974	-	32,242	4,000	-	1,000	99,216
1073 C Physical Therapy	2	0	0	166,851	-	78,069	6,000	-	2,000	252,920
1074 C Respiratory Therapy	2	0	0	148,102	-	72,130	8,000	-	2,000	230,232
1076 C Health Related Science	0	0	0	-	-	-	2,800	-	-	2,800
1077 C Radiological Technology	2	0	0	148,069	-	72,120	8,500	-	2,000	230,689
1078 C Dental Hygiene	3	0	0.85	281,148	46,088	153,870	47,000	-	3,275	531,381
1079 C Dental Assisting	2	0	0	175,808	-	80,903	14,000	-	2,000	272,711
1087 C Sonography	2	0	0	142,500	-	70,358	11,000	-	2,000	225,858
1110 C Apprenticeship Program	0	1	0	54,663	24,646	37,614	6,000	-	500	123,423
1111 C Welding	3	0	0	217,402	-	106,693	103,100	-	3,000	430,195
1112 C Auto Service Ed Program	1	0	0	52,766	-	29,327	13,000	-	1,000	96,093
1116 C Fire Science	0	0	0	-	27,284	8,510	2,000	-	-	37,794
1124 C Instructional Equipment	0	0	0	-	-	-	-	425,119	-	425,119
1125 C Educational Support	0	0	0	-	-	-	83,800	45,000	-	128,800
1126 C Other Supplemental	0	0	0	-	-	-	26,858	71,000	-	97,858
1127 C Academic Supplemental	0	0	0	1,367,862	3,010,034	1,365,466	-	-	-	5,743,362

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DETAIL OF GENERAL FUND EXPENDITURE BUDGET

COST CENTER	POSITIONS			2100	2200	2300	2400	2500	2600	TOTAL
	FAC	AP	SS	FULL TIME SALARIES	PART TIME SALARIES	FRINGE BENEFITS	SUPPLIES & SERVICES	EQUIP/ CAPITAL	PROF DEV & TRAVEL	
1160 C Architecture	0	0	0	-	-	-	2,000	-	-	2,000
1161 C Residential Construction	2	0	0	169,497	-	78,905	10,750	-	2,000	261,152
1162 C Automotive Service Technology	2	0	0	138,569	-	69,112	18,450	-	2,000	228,131
1163 C Chemical Processing	1	0	0	87,520	-	40,331	2,500	-	1,000	131,351
1164 C Electrical Technology	1	0	0	77,400	-	37,126	9,000	-	1,000	124,526
1165 C Manufacturing & Industrial Tech	1	0	0	56,835	-	30,614	11,000	-	1,000	99,449
1166 C Technology Facility Labs	0	1	1	98,117	39,973	56,306	3,850	-	775	199,021
1169 C Computer Numerical Control	1	0	0	85,471	-	39,681	15,500	-	1,000	141,652
1171 C Computer Assisted Drafting	1	0	0	84,607	-	39,408	3,100	-	1,000	128,115
1172 C Refrigeration/Heating/Air	1	0	0	53,727	-	29,630	10,000	-	1,000	94,357
1173 C Auto Course Tool & Exam Fees	0	0	0	-	-	-	75,000	-	-	75,000
TOTAL INSTRUCTION	200.0	5.9	1.9	17,946,672	3,232,875	9,284,331	941,427	549,019	203,550	32,157,874
PUBLIC SERVICE										
3580 A Public Television	0	5.85	0.2	365,117	-	192,070	-	-	2,905	560,092
3581 A Public Radio	0	1.35	0.2	75,465	-	44,189	-	-	730	120,384
3588 C Planetarium Operations	0	3	0	179,150	54,027	109,298	46,193	5,000	1,749	395,417
3591 A President's Speaker Series	0	0	0	-	-	-	15,000	-	-	15,000
TOTAL PUBLIC SERVICE	0.0	10.2	0.4	619,732	54,027	345,557	61,193	5,000	5,384	1,090,893
INSTRUCTIONAL SUPPORT										
4500 C Office of VP Instruction	0	1	1	185,858	7,054	83,127	5,300	-	8,335	289,674
4501 C Social Science Chair	1	0	1	149,352	3,527	72,481	2,950	-	1,521	229,831
4502 C Humanities Chair	1	0	1	141,768	9,405	70,080	2,250	-	1,521	225,024
4503 C English Chair	1	0	1.85	179,487	-	94,642	1,750	-	1,796	277,675
4504 C Math Chair	1	0	1	149,471	5,173	72,521	2,250	-	1,521	230,936
4505 C Science Chair	1	0	1	126,938	-	65,385	2,350	-	1,521	196,194
4507 C Business & Info Tech Chair	1	0	1	136,968	5,878	68,561	2,250	-	1,521	215,178
4508 C Health & Wellness Chair	1	0	2	166,884	31,170	98,322	2,250	-	1,796	300,422
4510 C Tech, Trades & Manufacturing Chair	1	0	1	139,553	6,231	69,379	2,250	-	1,521	218,934
4511 C Agriculture Tech Coordinator	0	0	0	-	-	-	36,000	-	-	36,000
4513 C Library Learning Info Center	0	1	0	55,647	-	30,238	8,000	-	1,221	95,106
4514 C Learning Communities	0	0	0	-	-	-	1,500	-	657	2,157
4515 C e-Learning Instructional Support	0	0	0	-	-	-	175,000	-	13,690	188,690
4516 C Honors Program	0	0	0	-	-	-	8,500	-	5,821	14,321
4517 C Dean of Faculty	0	1	0	114,376	-	48,833	2,500	-	2,143	167,852
4518 C Dean of Administration	0	0.5	2.75	152,176	-	89,282	2,700	-	1,496	245,654
4520 A Instructional Support Svcs	0	0	0.9	30,215	74,575	38,661	-	-	275	143,726
4521 C Dean of Career Education	0	1	0	102,195	11,250	45,797	5,800	-	4,800	169,842
4522 F Office of Info Tech Computer Labs	0	0	0	-	130,183	-	70,700	-	-	200,883
4523 F Contract OIT Instruct Supp Svcs	0	0	0	-	-	-	1,341,912	-	-	1,341,912
4524 C Galleria	0	0	0	-	235	-	4,000	-	-	4,235
4525 C WRIT Center	0	0	0	-	34,189	-	1,300	-	3,000	38,489
4526 C Academic Testing Center	0	0	1.5	49,184	93,380	63,638	200	-	413	206,815
4527 C Teach/Learn Center	0	3.9	1	273,147	216,858	204,036	-	-	2,953	696,994
4528 C Multimedia Lab	0	1	1	96,486	24,454	55,788	3,000	-	775	180,503
4530 C Library	0	3	5	374,129	111,569	238,086	11,500	-	3,428	738,712
4531 C Library Books	0	0	0	-	-	-	38,000	-	-	38,000
4532 C Periodicals	0	0	0	-	-	-	22,000	-	-	22,000
4533 C Learning Technology	0	0	0	-	-	-	83,000	-	-	83,000
4534 C Instructional Media Tech	0	0.25	0	14,115	99,906	30,544	22,637	-	673	167,875
4536 C Instructional Disability Access	0	0	0	-	-	-	17,000	-	-	17,000
4549 C Delta Archives	0	0	0	-	7,227	2,254	350	-	-	9,831
4550 A Faculty Center Teaching Excellence	0	0	0	-	16,830	4,149	9,500	-	12,416	42,895

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COST CENTER	POSITIONS			2100	2200	2300	2400	2500	2600	TOTAL
	FAC	AP	SS	FULL TIME SALARIES	PART TIME SALARIES	FRINGE BENEFITS	SUPPLIES & SERVICES	EQUIP/ CAPITAL	PROF DEV & TRAVEL	
4551 A Center for Organizational Success	0.0	0.75	0	49,363	5,225	25,117	33,500	-	817	114,022
4552 C Accreditation	0	0	0	-	-	-	22,310	-	-	22,310
4553 C Academic Assessment	0	0	0	-	-	-	4,000	-	2,738	6,738
4554 C Developmental Ed	0	0	0	-	-	-	1,500	-	885	2,385
4555 D International/Intercultural	0	0	0	-	-	-	7,000	-	-	7,000
4556 C General Education	0	0	0	-	-	-	1,000	-	548	1,548
4557 D Community Engagement	0	1	1	95,168	15,316	60,148	4,000	-	2,281	176,913
4558 D Service Learning	0	0	0	-	1,763	-	24,569	-	1,697	28,029
4559 D Possible Dream Program	0	1	0	49,585	-	28,319	500	-	500	78,904
4560 C Strategic Partnerships	0	0.8	0	49,065	1,881	25,023	3,000	-	2,018	80,987
4562 C Community Development	0	1	0	75,642	-	36,570	2,750	-	1,048	116,010
4563 C Democracy Commitment	0	0	0	-	-	-	15,000	-	-	15,000
4570 C e-Learning Technology Support	0	2	1	146,542	-	84,256	56,000	-	3,411	290,209
4599 E Transfers	0	0	0	-	-	-	590,000	-	-	590,000
TOTAL INSTRUCT SUPPORT	8.0	19.1	25.0	3,103,314	913,279	1,805,237	2,653,828	-	90,757	8,566,415
STUDENT SERVICES										
5608 F Contract OIT SES Supp Svcs	0	0	0	-	-	-	503,220	-	-	503,220
5609 E Matching Funds	0	0	0	-	-	-	45,159	-	-	45,159
5610 D Office of VP Student/Educ Svcs	0	1.0	1	189,954	54,822	92,836	41,568	33,841	2,211	415,232
5611 D Admissions	0	5	3	326,598	23,514	204,366	58,690	-	3,325	616,493
5612 D Registrar	0	3	5	351,870	47,259	225,642	40,000	-	2,875	667,646
5613 D Counseling & Advising	0	13	2	775,609	98,018	465,530	9,000	-	7,050	1,355,207
5614 D Financial Aid	0	9	2	547,724	56,629	323,870	10,000	-	5,050	943,273
5616 D Career & Employment Services	0	1.8	1	133,658	59,260	91,871	15,835	-	1,175	301,799
5617 C Admission Testing	0	0	0.5	15,273	-	11,156	21,000	-	138	47,567
5618 D Student Engagement	0	1	1	80,638	-	50,773	15,000	-	775	147,186
5621 D SAC/Student Clubs & Organizations	0	0	0	-	-	-	25,000	-	-	25,000
5622 A Marketing & Publications	0	0	0	-	-	-	443,516	-	-	443,516
5623 D Dean of Enrollment Services	0	1	1	145,472	-	71,300	5,000	-	2,368	224,140
5624 D Multi-Cultural Services	0	1	0	41,774	-	25,847	20,000	-	500	88,121
5625 D Veteran's Services	0	1	0	41,820	22,287	32,585	1,780	-	500	98,972
5626 D SES Software	0	0	0	-	-	-	206,617	-	-	206,617
5627 D Student Success	0	0	0	-	-	-	50,000	-	7,291	57,291
5630 D Collegiate	0	0	0	-	39,778	3,370	9,266	-	378	52,792
5642 D Office of Disability Resources	0	0.8	0	50,042	35,090	36,903	50,000	-	400	172,435
5644 D Enrollment Management	0	0	0	-	-	-	36,813	-	10,733	47,546
5646 D Dean of Students	0	1	0	99,303	-	44,061	5,000	-	2,143	150,507
5647 A Student Senate	0	0	0	-	-	-	1,000	-	442	1,442
5648 D Commencement/Student Awards	0	0	0	-	-	-	17,500	-	-	17,500
5649 A Grants - Sr. Citizen	0	0	0	-	-	-	31,930	-	-	31,930
5650 A Scholarships - Trustees	0	0	0	-	-	-	191,503	-	-	191,503
5651 A Grants - Trustees	0	0	0	-	-	-	11,443	-	-	11,443
5652 D Indian Tuition Waiver	0	0	0	-	-	-	35,000	-	-	35,000
5653 D Scholarships - Athletics	0	0	0	-	-	-	7,000	-	-	7,000
5654 A Scholarships - Adult Ed	0	0	0	-	-	-	8,843	-	-	8,843
5660 C Ricker Center	0	0.92	0	36,807	59,786	39,934	107,546	-	500	244,573
5661 C Midland Center	0	0.85	0	39,565	22,220	30,539	4,150	-	500	96,974
5669 C Testing	0	0.5	0	31,376	10,462	19,553	10,000	-	524	71,915
5672 E Fitness & Recreation Center	0	1	0	51,593	74,066	42,020	30,435	10,000	500	208,614
5673 D Intercollegiate Athletics-Men	0	1.0	0	47,242	33,790	36,795	44,615	-	39,551	201,993
5674 D Intercollegiate Athletics-Women	0	1.0	0	47,242	35,821	38,382	44,915	-	42,834	209,194
5675 D Club & Intramural Sports	0	0	0	-	6,215	1,939	6,134	-	-	14,288
TOTAL STUDENT SERVICES	0.0	43.9	16.5	3,053,560	679,017	1,889,272	2,164,478	43,841	131,763	7,961,931

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COST CENTER	POSITIONS			2100	2200	2300	2400	2500	2600	TOTAL
	FAC	AP	SS	FULL TIME SALARIES	PART TIME SALARIES	FRINGE BENEFITS	SUPPLIES & SERVICES	EQUIP/ CAPITAL	PROF DEV & TRAVEL	
INSTITUTIONAL ADMINISTRATION										
6710 A Board of Trustees	0	0	0	-	-	-	21,368	-	9,149	30,517
6718 A Development Office	0	3.2	1	270,585	35,824	149,986	28,088	-	2,117	486,600
6719 A Equity Office	0	0.25	0	16,454	19,175	14,383	7,000	-	392	57,404
6720 A President's Office	0	2	1	405,675	8,596	189,526	7,598	-	7,612	619,007
6722 A Memberships/Institution	0	0	0	-	-	-	95,068	-	-	95,068
6723 A Miscellaneous	0	0	0	-	-	-	42,924	-	-	42,924
6725 E Wellness/Prof Development	0	0	0	-	-	-	28,918	-	-	28,918
6726 A League for Innovation	0	0	0	-	-	-	4,948	-	1,753	6,701
6727 A President's Special Projects	0	0	0	-	-	-	12,090	-	17,868	29,958
6729 A Strategic Planning	0	0	0	-	-	-	18,100	-	18,533	36,633
6731 A Legal	0	0	0	-	-	-	111,719	-	-	111,719
6732 E Human Resources Legal	0	0	0	-	-	-	10,000	-	-	10,000
6734 E Audit	0	0	0	-	-	-	53,700	-	-	53,700
6736 * E Misc Employee Benefits	0	0	0	-	-	132,877	-	-	-	132,877
6737 E Staff Recruitment	0	0	0	-	-	-	43,608	-	-	43,608
6738 A Employee Grants	0	0	0	-	-	-	10,588	-	-	10,588
6739 E Insurance	0	0	0	-	-	82,450	422,794	-	-	505,244
6740 E Communication Technology	0	0.75	0	42,344	40,562	35,546	88,600	-	2,278	209,330
6741 E Business Services	0	1.8	2	242,320	32,726	134,984	6,411	-	3,441	419,882
6743 E Finance Office	0	5.5	6	718,715	45,764	383,228	48,042	-	7,073	1,202,822
6744 F Contract OIT Admin Supp Svcs	0	0	0	-	-	-	391,392	-	-	391,392
6745 F Office of Info Tech	0	0.4	0	41,299	-	17,552	599,925	60,000	956	719,732
6746 E Human Resources	0	5.7	1	405,870	30,198	222,506	27,169	-	5,595	691,338
6747 A Senate	0	0	0.5	19,871	18,463	18,387	7,738	-	849	65,308
6748 E Post Office	0	0	1	36,441	23,664	31,538	7,750	-	514	99,907
6750 A Institutional Advancement	0	2.95	1.5	246,536	80,179	156,172	11,208	-	2,263	496,358
6751 A Grant Administration	0	0.15	0.5	34,888	-	19,317	3,502	-	850	58,557
6760 A Administrative Services	0	3	1	260,782	31,655	142,922	7,109	-	3,199	445,667
6772 E Credit Card Fees & Bad Debt Exp	0	0	0	-	-	-	697,000	-	-	697,000
6774 E Tuition Waiver	0	0	0	-	-	190,000	-	-	-	190,000
6799 E Transfers	0	0	0	-	-	-	-	-	-	-
TOTAL INSTITUTIONAL ADMIN	0.0	25.7	15.5	2,741,780	366,806	1,921,374	2,814,357	60,000	84,442	7,988,759
FACILITY MANAGEMENT										
7775 D Public Safety	0	1	5	295,517	113,189	192,279	24,000	-	1,875	626,860
7780 E Facility Administration	0	10	2	824,435	20,967	414,882	1,608	-	8,047	1,269,939
7781 E Facility Operations	0	3	21	1,085,801	630,440	809,028	126,874	26,155	4,088	2,682,386
7782 E Facility Utilities	0	0	0	-	-	-	1,399,189	-	-	1,399,189
7783 E Farmhouse	0	0	0	-	-	-	12,336	-	-	12,336
7784 E Facility Maintenance	0	0	0	-	-	-	328,328	-	-	328,328
7785 E Facility Improvement	0	0	0	-	-	-	-	45,000	-	45,000
7786 E Sustainability Office	0	0	0	-	12,468	-	5,100	-	2,301	19,869
7787 E Midland Center	0	0	0	-	-	-	82,204	-	-	82,204
7788 E Planetarium & Learning Center	0	0	0	-	-	-	203,500	-	-	203,500
7799 E Transfers	0	0	0	-	-	-	-	2,343,988	-	2,343,988
TOTAL FACILITIES MANAGEMENT	0.0	14.0	28.0	2,205,753	777,064	1,416,189	2,183,139	2,415,143	16,311	9,013,599
TOTAL EXPENDITURES	208.0	118.7	87.3	29,670,811	6,023,068	16,661,960	10,818,422	3,073,003	532,207	66,779,471

* Includes budget for unemployment compensation, vacation and sick leave

A - ADMINISTRATION C - ACADEMIC & INSTRUCTIONAL SUPPORT
D - STUDENT & EDUCATIONAL SERVICES E - BUSINESS & FINANCE
F - INFORMATION TECHNOLOGY

...A Word About College Fringe Benefits

The cost of the College fringe benefits are listed in each cost center which has employees. Budgeted fringe benefits for full-time employees are as follows. Part-time employees receive only retirement, social security and Medicare benefits, and student employees receive no benefits.

Benefit	Cost
Medical, Vision and Hearing Insurance	\$11,789 per covered employee (weighted average)
Dental Insurance	\$740 per employee (weighted average)
Retirement	24.00% of each wage dollar paid (weighted average of MPSERS at 25.6% and ORP at 10%)
Social Security (FICA)	6.20% of each wage dollar paid up to \$118,500 max
Medicare	1.45% of each wage dollar paid
Life Insurance	\$1.81 per \$1,000 of wages doubled up to \$50,000 max
Disability Insurance	\$4.72 per \$1,000 of wages up to \$90,000 max
Professional Development Allowance:	
Faculty	\$1,000 per year
Administrative/Professional	\$500 per year
Support Staff	\$275 per year

Fringe benefit cost for \$25,000 in salary:	\$20,650 or 83%
Fringe benefit cost for \$50,000 in salary:	\$28,681 or 57%
Fringe benefit cost for \$75,000 in salary:	\$36,756 or 49%

The costs above do not include unemployment compensation, vacation or sick leave which are budgeted in cost center 6736, worker's compensation which is budgeted in cost center 6739, or tuition remission which is budgeted in cost center 6774.

The following is a summary of General Fund wages and fringe benefits budgeted for FY 2016-2017

Faculty	\$ 16,922,609	Retirement	\$ 8,385,231
Supplemental and Part-time Faculty	4,463,880	FICA and Medicare	2,495,874
Administrative/Professional	7,845,120	Medical/Vision/Hearing	4,888,796
Support Staff	2,543,393	Dental Insurance	307,211
Maintenance	905,842	Life Insurance	41,587
Part-time Staff and Student Employees	<u>3,013,034</u>	Disability Insurance	137,934
		Professional Development	283,829
		Tuition Waiver	190,000
		Other	<u>215,327</u>
Total Wages	<u>\$ 35,693,878</u>		<u>\$ 16,945,789</u>

Fringe benefits as a percentage of wages: 47%

DELTA COLLEGE

SUMMARY OF BUDGETED GENERAL FUND PERSONNEL

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>
Faculty	223	219	220	211	208
Administrative & Professional	134	132	118	117	118
Support Staff	71	68	66	66	66
Maintenance	<u>45</u>	<u>45</u>	<u>21</u>	<u>21</u>	<u>21</u>
Total Full-Time Personnel	<u>473</u>	<u>464</u>	<u>425</u>	<u>415</u>	<u>413</u>

The above data reflects all General Fund full-time regular and temporary positions. Part-time positions are not included in the above data. The reduction in Maintenance reflects the adjustment for part-time General Laborer positions.

NOTES

DESIGNATED FUND

The Designated Fund is used to record transactions of revenue and expense that the administration wants to set apart from the general fund activities. The activities are set apart so that revenue and expense for these activities may be matched. Activity fund balances at the end of the fiscal year are carried forward to the next fiscal year. It is the expectation that the activities recorded in the Designated Fund will "break even".

There are many activities recorded in this fund. The largest are the Corporate Services and Criminal Justice training programs, and the Lifelong Learning educational programs. Pages 106 and 107 provide an overview of the various Designated Fund activities. Note that during FY 2010-2011, the former Workstudy Co-op contracts ended and the program was discontinued.

Revenues and the related expenses are budgeted based on activities that are anticipated to occur. The budget for each activity is prepared separately, and depending on the nature of the activity and the specific funding sources, is based on known actual and/or projected data.

NOTES

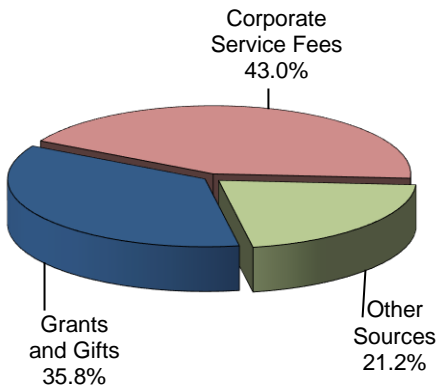
DELTA COLLEGE DESIGNATED FUND BUDGET FISCAL YEAR 2016-2017

REVENUES

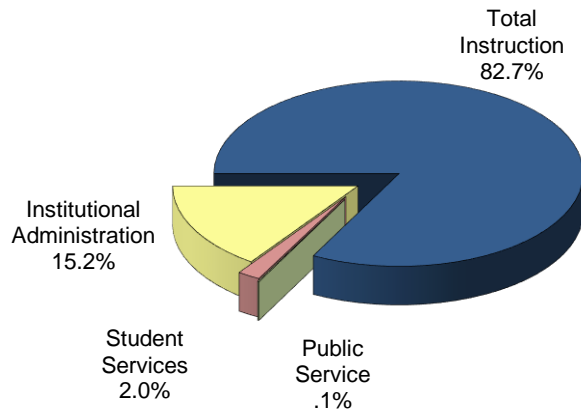
Grants and Gifts	\$	2,130,500
Corporate Service Fees		2,556,076
Other Sources		<u>1,260,156</u>
 TOTAL REVENUES	 \$	 5,946,732

EXPENDITURES

Instruction	\$	4,670,611
Instructional Support		<u>211,014</u>
 Total Instruction		 4,881,625
 Public Service		 7,050
Student Services		117,050
Institutional Administration		<u>899,551</u>
 TOTAL EXPENDITURES		 <u>5,905,276</u>
 REVENUES OVER EXPENDITURES		 41,456
 BEGINNING FUND BALANCE		 <u>4,989,080</u>
 ENDING FUND BALANCE	 \$	 <u>5,030,536</u>



REVENUES



EXPENDITURES

DELTA COLLEGE DESIGNATED FUND

FIVE YEAR ACTUAL HISTORY

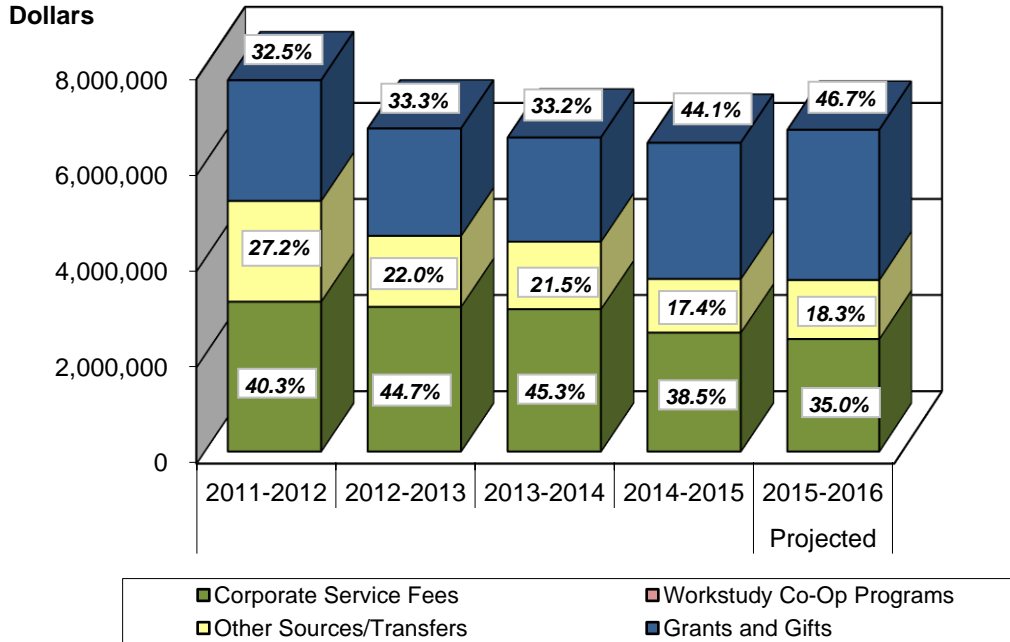
	2011-2012	2012-2013	2013-2014	2014-2015	Projected 2015-2016
REVENUES					
Grants and Gifts	\$ 2,514,337	\$ 2,236,440	\$ 2,168,830	\$ 2,837,108	\$ 3,129,295
Corporate Service Fees	3,115,850	3,008,307	2,960,231	2,472,220	2,340,018
Other Sources	2,025,394	1,431,308	1,402,357	1,066,911	1,175,051
Transfers In	<u>73,446</u>	<u>47,180</u>	<u>3,697</u>	<u>50,000</u>	<u>52,433</u>
TOTAL REVENUES	<u>7,729,027</u>	<u>6,723,235</u>	<u>6,535,115</u>	<u>6,426,239</u>	<u>6,696,797</u>
EXPENDITURES					
Instruction	5,977,200	5,339,057	5,137,103	5,306,570	5,299,395
Instructional Support	<u>126,446</u>	<u>79,989</u>	<u>70,035</u>	<u>92,173</u>	<u>109,683</u>
Total Instruction	6,103,646	5,419,046	5,207,138	5,398,743	5,409,078
Public Service	8,946	5,277	15,653	2,013	2,349
Student Services	71,667	84,515	78,119	94,288	116,887
Institutional Administration	796,606	781,027	741,331	791,000	922,470
Transfers Out	<u>355,687</u>	<u>152,599</u>	<u>148,345</u>	<u>232,164</u>	<u>233,676</u>
TOTAL EXPENDITURES	<u>7,336,552</u>	<u>6,442,464</u>	<u>6,190,586</u>	<u>6,518,208</u>	<u>6,684,460</u>
REVENUES OVER (UNDER) EXPENDITURES AND	392,475	280,771	344,529	(91,969)	12,337
BEGINNING FUND BALANCE	<u>4,050,937</u>	<u>4,443,412</u>	<u>4,724,183</u>	<u>5,068,712</u>	<u>4,976,743</u>
ENDING FUND BALANCE	<u>\$ 4,443,412</u>	<u>\$ 4,724,183</u>	<u>\$ 5,068,712</u>	<u>\$ 4,976,743</u>	<u>\$ 4,989,080</u>

NOTES:

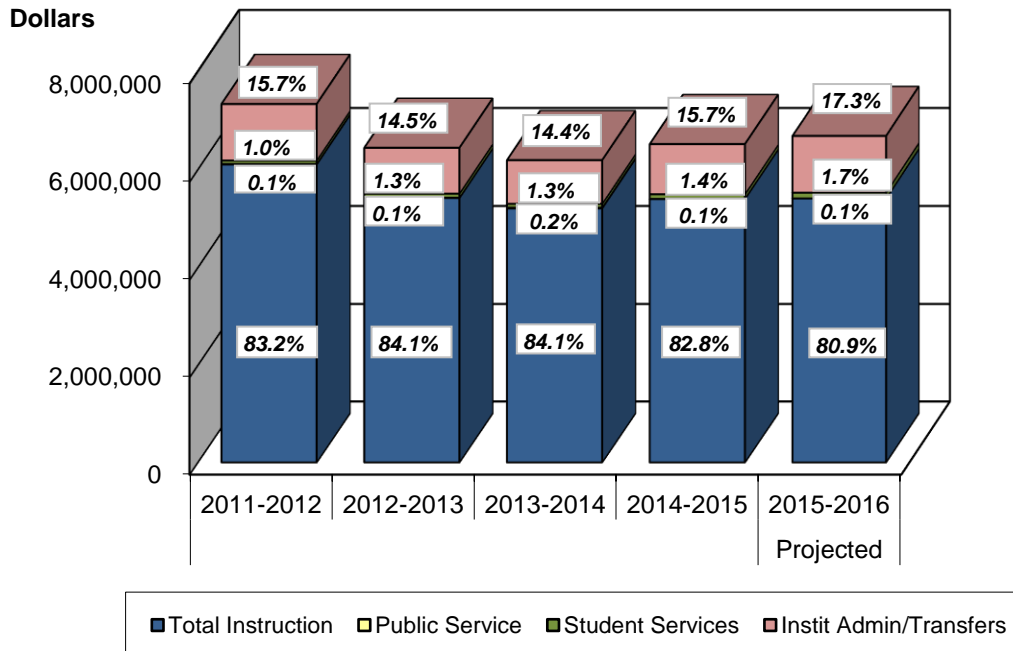
- 1) The majority of instructional expenditures were for Corporate Services activities.
- 2) Restricted grants managed by Corporate Services are recorded in the Restricted Fund in the audited financial statements.

DELTA COLLEGE DESIGNATED FUND

REVENUE HISTORY



EXPENDITURE HISTORY



DELTA COLLEGE

DESIGNATED FUND

CORPORATE SERVICES ACTIVITIES

	2011-2012	2012-2013	2013-2014	2014-2015	PROJECTED 2015-2016	BUDGETED 2016-2017
REVENUES						
Training Delivery	\$ 1,675,239	\$ 1,482,051	\$ 1,310,002	\$ 962,791	\$ 650,410	\$ 987,076
Training Administration	3,708,874	3,632,770	3,474,467	3,947,417	4,180,767	3,100,000
Training Development	-	-	-	3,160	134,864	50,000
Training Grants	172,810	28,427	175,566	293,527	366,158	400,000
Other	<u>-</u>	<u>-</u>	<u>11,088</u>	<u>-</u>	<u>-</u>	<u>19,000</u>
TOTAL REVENUES	<u>5,556,923</u>	<u>5,143,248</u>	<u>4,971,123</u>	<u>5,206,895</u>	<u>5,332,199</u>	<u>4,556,076</u>
EXPENDITURES						
Training Delivery	1,295,453	1,138,752	921,990	551,054	391,658	736,529
Training Administration	3,548,385	3,637,643	3,409,326	3,895,537	4,037,736	2,991,250
Training Development	-	-	-	363	50,410	30,000
Training Grants	172,810	-	175,566	293,527	366,158	400,000
Other	<u>328,333</u>	<u>321,205</u>	<u>307,122</u>	<u>363,862</u>	<u>303,933</u>	<u>201,617</u>
TOTAL EXPENDITURES	<u>5,344,981</u>	<u>5,097,600</u>	<u>4,814,004</u>	<u>5,104,343</u>	<u>5,149,895</u>	<u>4,359,396</u>
TRANSFERS IN (OUT)						
Business Development Transfer	8,821	-	-	-	-	-
College General Services Transfers	-	-	-	-	(104,724)	(104,724)
Facility Renovations Transfers	<u>(148,236)</u>	<u>(148,236)</u>	<u>(148,236)</u>	<u>(148,236)</u>	<u>(43,512)</u>	<u>(43,512)</u>
TOTAL TRANSFERS	<u>(139,415)</u>	<u>(148,236)</u>	<u>(148,236)</u>	<u>(148,236)</u>	<u>(148,236)</u>	<u>(148,236)</u>
REVENUES OVER (UNDER) EXPENDITURES	72,527	(102,588)	8,883	(45,684)	34,068	48,444
BEGINNING FUND BALANCE	<u>1,085,982</u>	<u>1,158,509</u>	<u>1,055,921</u>	<u>1,064,804</u>	<u>1,019,120</u>	<u>1,053,188</u>
ENDING FUND BALANCE	<u>\$ 1,158,509</u>	<u>\$ 1,055,921</u>	<u>\$ 1,064,804</u>	<u>\$ 1,019,120</u>	<u>\$ 1,053,188</u>	<u>\$ 1,101,632</u>

NOTE:

Restricted grants managed by Corporate Services are recorded in the Restricted Fund in the audited financial statements.

DELTA COLLEGE

DESIGNATED FUND

OTHER SIGNIFICANT ACTIVITIES

INSTRUCTION

- Criminal Justice Training Programs
- Lifelong Learning Center Programs
- 50+ Just Like Gold Programs
- Kid's College & Youth Camps

INSTRUCTIONAL SUPPORT

- President's Scholar Program
- President's Innovation Projects
- Faculty & Instructional Development
- Art & Archives Projects
- Developmental Education
- Library Resource Replacement
- Photography Lab Printing
- Kenya Partnership Contract
- MEDC Contract MAT2 Project

PUBLIC SERVICE

- Global Awareness
- Delta Productions
- Telelearning Network
- Sailing Program
- Dental Hygiene Power Brush Program

STUDENT SERVICES

- Student Service Learning Activities
- Student Educational Services Activities
- Student Skills Achievement Programs
- Mathematics Calculator Program
- Computer Rental Program
- Pioneer Athletic Fundraisers

INSTITUTIONAL ADMINISTRATION

- Whiting Distribution Committee Projects
- Senate Special Projects
- U.N.U.M Projects
- Technology Improvements
- Administrative Projects
- Administrative Cost Reserve
- Reserve for Property Tax Appeals
- Self Insurance
- Administrative Development & Projects
- Flexible Spending Plan Administration
- Health Care Reform Plan Fees
- Inkind Gifts

NOTES

RESTRICTED FUND

The Restricted Fund is used to account for transactions resulting from revenue received by the College from outside donors or agencies in which the College does not have absolute control over the expenditures. Such revenues may be in the form of gifts or grants. The donor or the agency specifies the purpose for which these moneys may be expended. Any such transactions are classified as restricted.

Major ongoing activities funded through the Restricted Fund include student financial aid programs and scholarships, vocational educational equipment and activities, and public broadcasting activities. Federal grants provide the primary funding sources for the financial aid and the vocational programs. The Delta College Quality Public Broadcasting Stations (Television and Radio) are funded through grants from the Corporation for Public Broadcasting, gifts from donors, and support from the College General Fund.

Beginning in 2014-2015, the College received some large multi-year private and state grants to fund major capital purchases relative to our academic technical trades and STEM programs.

Revenues and the related expenses are budgeted based on activities that are anticipated to occur. The budget for each activity is prepared separately, and depending on the nature of the activity and the specific funding sources, is based on known actual and/or projected data.

DELTA COLLEGE

RESTRICTED FUND BUDGET

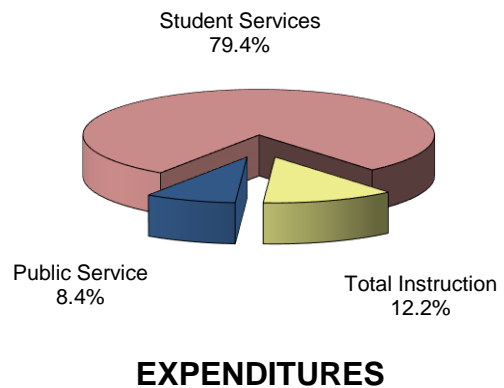
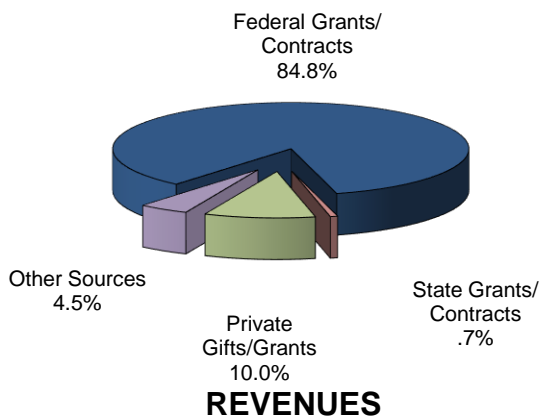
FISCAL YEAR 2016-2017

REVENUES

Federal Grants/Contracts	\$	15,480,961
State Grants/Contracts		121,265
Private Gifts/Grants		1,833,231
Other Sources		826,427
 TOTAL REVENUES	 \$	 18,261,884

EXPENDITURES

Instruction	\$	2,171,303
Instructional Support		188,306
 Total Instruction		 2,359,609
 Public Service		 1,619,107
Student Services		15,392,402
Facilities Management		3,211
 TOTAL EXPENDITURES		 <u>19,374,329</u>
 REVENUES OVER/(UNDER) EXPENDITURES		 (1,112,445)
 BEGINNING FUND BALANCE		 <u>3,211,620</u>
 ENDING FUND BALANCE	 \$	 <u><u>2,099,175</u></u>



RESTRICTED FUND

GRANT DETAIL

DELTA COLLEGE LISTING OF GRANT PROGRAMS

July 1, 2016 – June 30, 2017

Grant	Description	Funding Agency	Amount Awarded	Dates of Grant
Broadcasting - Community Service Grant	Assist WDCQ-TV to maintain current systems and programming for the mid- Michigan community	Corporation for Public Broadcasting	\$693,771	10/1/14-9/30/16
Broadcasting - Local Service Grant	Strengthen and support local services to advance the core mission and public service positioning of WDCQ-TV in its community	Corporation for Public Broadcasting	\$41,971	10/1/15 – 9/30/16
Broadcasting - Interconnection Grant	Support the technical interconnection system, which is the means by which PBS, regional distributors and other entities distribute programming material nationwide	Corporation for Public Broadcasting	\$12,723	10/1/15 – 9/30/16
Campus Sexual Assault	Hosting a student competition for script writing and videotaping three ten-minute videos - on consent, risk reduction and bystander intervention. The videos will be added to the College's website and will be part of the new student orientation.	Michigan State Police	\$28,850	10/1/15-9/30/16

Grant	Description	Funding Agency	Amount Awarded	Dates of Grant
Community College Skilled Trades Equipment Program	To provide Michigan Community Colleges funding to deliver educational programs in high-wage, high-skill, and high-demand skilled trades occupations.	Michigan Economic Development Corporation	\$1,569,005	3/1/15 – 9/30/16
Michigan Small Business Development Center 2016	To provide management counseling, training, and technical assistance to the small business community through Small Business Development Centers (SBDCs)	The Michigan Small Business Development Center and the U.S. Small Business Administration	\$181,580	1/1/16 – 12/31/16
MI Works! Bay PATH TANF 2015 – 16	Provide services to Bay County eligible residents to prepare them for employment or school	Great Lakes Bay Region Michigan Works! Administration	\$100,000	10/1/15 – 9/30/16
MI Works! Employment Services 2015 - 16	Provide instruction/access to job seekers to enter job orders, resumes, and find "matches" on the Internet	Great Lakes Bay Region Michigan Works! Administration	\$207,919	7/1/15 – 6/30/16
MI Works! Employment Services TGAAA 2015 - 16	Provide instruction/access to job and job seekers to enter job orders, resumes, and find "matches" on the Internet	Great Lakes Bay Region Michigan Works! Administration	\$305,078	7/1/15 – 6/30/16

Grant	Description	Funding Agency	Amount Awarded	Dates of Grant
MI Works! Employment Services WIOA Adult 2015 – 16	Provide instruction/access to job seekers to obtain core services	Great Lakes Bay Region Michigan Works! Administration	\$349,186	7/1/15 – 6/30/16
MI Works! Employment Services WIA Dislocated 2015 - 16	Provide instruction/access to job seekers to obtain core services	Great Lakes Bay Region Michigan Works! Administration	\$302,911	7/1/15 – 6/30/16
MI College / University Partnership (MICUP) 2015 – 16	Assist minority students to transfer to Michigan Tech University	Office of Minority Equity passed through MI Technological University	\$5,500/ year	10/1/11 – 9/30/16
MI College / University Partnership (MICUP) 2016 – 17	Assist minority students to transfer to Michigan Tech University	Office of Minority Equity passed through MI Technological University	\$5,500/ year	10/1/16 – 9/30/17
Motorcycle Safety 2015 - 16	Provide motorcycle safety training to Great Lakes Bay residents	Michigan Department of State	\$75,140	10/1/15 – 9/30/16
Student Transition Enrichment Program (STEP), with Central Michigan University	Provide support services for low income and/or first generation students who attend Delta College to visit CMU and learn the details of how to transfer and attend to pursue a bachelor's degree.	National Science Foundation passed through Michigan Department of Talent and Economic Development	\$5,000/ year	October 1, 2015 – September 30, 2016

Grant	Description	Funding Agency	Amount Awarded	Dates of Grant
Transforming Undergraduate Education in Science, Tech, Engineering & Math (TUES)	Provides students with real world field experiences for the project, enhancing undergraduate Chemistry education through incorporation of research based environmental experiments	National Science Foundation passed through Central Michigan University	\$100,961	10/1/13 – 9/30/17
Perkins 2016 - 17	Provide instructional equipment, professional development, program planning, academic and support services, and career guidance and placement	U.S. Dept. of Ed passed through Workforce Development Agency of Michigan	\$647,806	7/1/16 – 6/30/17

DELTA COLLEGE

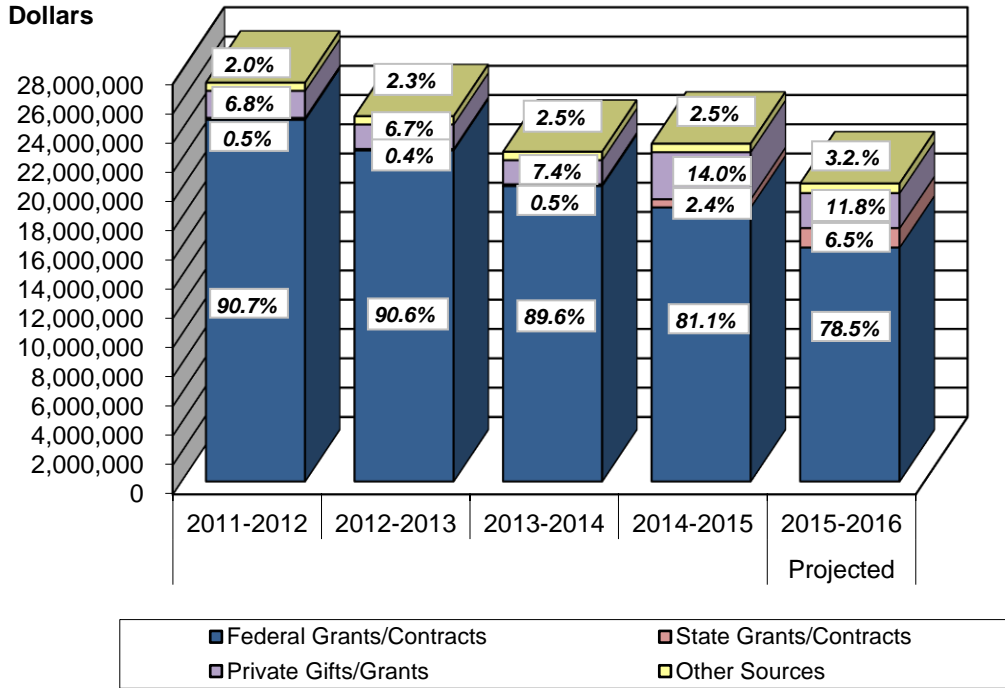
RESTRICTED FUND

FIVE YEAR ACTUAL HISTORY

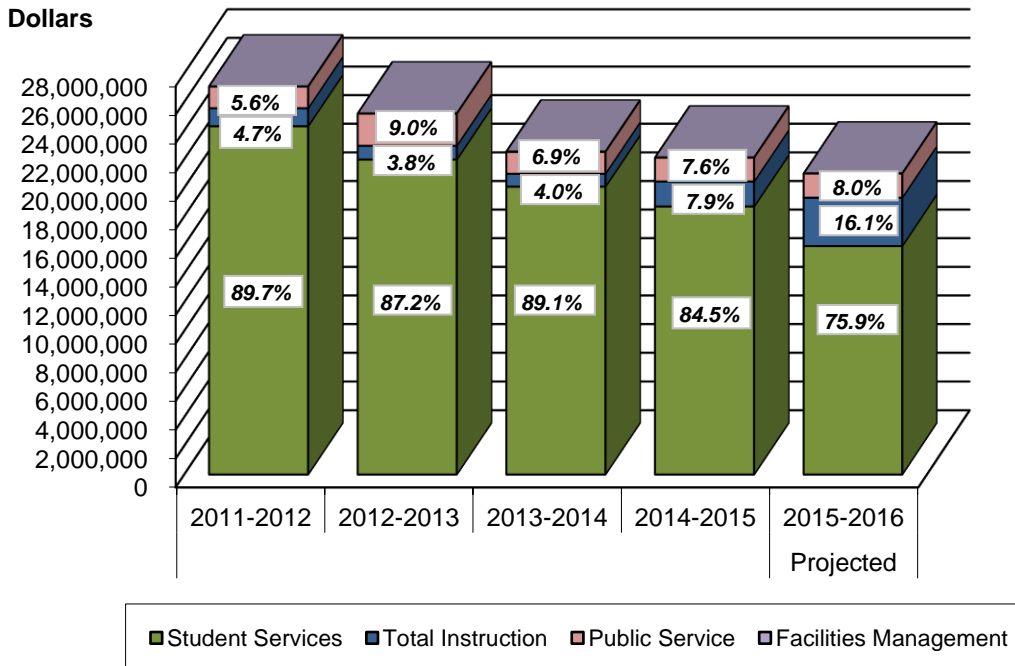
	2011-2012	2012-2013	2013-2014	2014-2015	Projected 2015-2016
REVENUES					
Federal Grants/Contracts	\$ 24,698,860	\$ 22,601,455	\$ 20,169,997	\$ 18,710,063	\$ 15,964,638
State Grants/Contracts	136,002	105,523	116,988	558,859	1,327,543
Private Gifts/Grants	1,846,921	1,672,539	1,653,862	3,217,071	2,392,394
Other Sources	<u>557,024</u>	<u>568,211</u>	<u>571,916</u>	<u>580,745</u>	<u>661,698</u>
TOTAL REVENUES	<u>27,238,807</u>	<u>24,947,728</u>	<u>22,512,763</u>	<u>23,066,738</u>	<u>20,346,273</u>
EXPENDITURES					
Instruction	928,166	735,836	713,625	1,564,618	3,199,631
Instructional Support	<u>334,160</u>	<u>228,003</u>	<u>190,119</u>	<u>182,277</u>	<u>175,094</u>
Total Instruction	1,262,326	963,839	903,744	1,746,895	3,374,725
Public Service	1,509,163	2,248,614	1,533,191	1,667,795	1,691,399
Student Services	24,301,787	21,972,787	20,076,889	18,690,972	15,928,986
Facilities Management	<u>8,889</u>	<u>6,049</u>	<u>15,408</u>	<u>8,973</u>	<u>2,500</u>
TOTAL EXPENDITURES	<u>27,082,165</u>	<u>25,191,289</u>	<u>22,529,232</u>	<u>22,114,635</u>	<u>20,997,610</u>
TRANSFERS OUT/(IN)					
Student Services-Match	(151,386)	(152,768)	(145,052)	(142,872)	(119,611)
Other	<u>(59,014)</u>	<u>(45,261)</u>	<u>1,998</u>	<u>(30,478)</u>	<u>(448,273)</u>
TOTAL TRANSFERS	<u>(210,400)</u>	<u>(198,029)</u>	<u>(143,054)</u>	<u>(173,350)</u>	<u>(567,884)</u>
TOTAL EXPENDITURES AND TRANSFERS	<u>26,871,765</u>	<u>24,993,260</u>	<u>22,386,178</u>	<u>21,941,285</u>	<u>20,429,726</u>
REVENUES OVER (UNDER) EXPENDITURES AND TRANSFERS	367,042	(45,532)	126,585	1,125,453	(83,453)
BEGINNING FUND BALANCE	<u>1,721,525</u>	<u>2,088,567</u>	<u>2,043,035</u>	<u>2,169,620</u>	<u>3,295,073</u>
ENDING FUND BALANCE	<u>\$ 2,088,567</u>	<u>\$ 2,043,035</u>	<u>\$ 2,169,620</u>	<u>\$ 3,295,073</u>	<u>\$ 3,211,620</u>

DELTA COLLEGE RESTRICTED FUND

REVENUE HISTORY



EXPENDITURE HISTORY



DELTA COLLEGE

RESTRICTED FUND

PUBLIC BROADCASTING ACTIVITIES

					PROJECTED	BUDGETED
<u>TELEVISION</u>	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
SUPPORT AND REVENUE						
College General Fund Support	\$ 565,039	\$ 589,055	\$ 609,780	\$ 521,309	\$ 518,583	\$ 560,092
Corporation for Public Broadcasting	713,579	702,672	735,238	788,084	748,465	732,723
Donations/Gifts/Grants/Memberships	469,456	812,689	441,333	405,303	377,000	400,000
Television Underwriting	69,306	56,170	42,447	47,155	45,000	50,000
Other Income	194,818	204,076	213,619	186,511	187,500	208,000
Transfers In (Out)	-	45,622	-	(198,506)	-	-
TOTAL REVENUES	<u>2,012,198</u>	<u>2,410,284</u>	<u>2,042,417</u>	<u>1,749,856</u>	<u>1,876,548</u>	<u>1,950,815</u>
EXPENDITURES						
Salaries & Fringe Benefits	885,279	893,837	923,549	850,092	770,824	820,145
Supplies and Services	871,336	989,479	985,249	1,026,248	1,006,000	1,014,000
Facilities and Equipment	-	682,028	-	33,699	150,000	100,000
TOTAL EXPENDITURES	<u>1,756,615</u>	<u>2,565,344</u>	<u>1,908,798</u>	<u>1,910,039</u>	<u>1,926,824</u>	<u>1,934,145</u>
SUPPORT AND REVENUE OVER (UNDER) EXPENDITURES						
	\$ 255,583	\$ (155,060)	\$ 133,619	\$ (160,183)	\$ (50,276)	\$ 16,670
BEGINNING FUND BALANCE						
	<u>659,942</u>	<u>915,525</u>	<u>760,465</u>	<u>894,084</u>	<u>733,901</u>	<u>683,625</u>
ENDING FUND BALANCE						
	<u>\$ 915,525</u>	<u>\$ 760,465</u>	<u>\$ 894,084</u>	<u>\$ 733,901</u>	<u>\$ 683,625</u>	<u>\$ 700,295</u>
 <u>RADIO</u>						
SUPPORT AND REVENUE						
College General Fund Support	\$ 141,054	\$ 143,353	\$ 102,009	\$ 91,290	\$ 105,352	\$ 120,384
Donations/Gifts/Grants/Memberships	167,249	167,734	129,995	132,446	120,000	123,000
Radio Underwriting	51,649	34,707	41,008	42,662	39,000	40,000
Other Income	3,604	3,852	3,662	3,793	3,600	3,600
Transfers In (Out)	15,554	-	-	17,164	-	-
TOTAL REVENUES	<u>379,110</u>	<u>349,646</u>	<u>276,674</u>	<u>287,355</u>	<u>267,952</u>	<u>286,984</u>
EXPENDITURES						
Salaries & Fringe Benefits	239,943	262,109	204,407	180,058	175,325	198,513
Supplies and Services	121,417	99,114	72,082	95,656	76,500	82,000
Equipment	-	-	-	-	50,000	-
TOTAL EXPENDITURES	<u>361,360</u>	<u>361,223</u>	<u>276,489</u>	<u>275,714</u>	<u>301,825</u>	<u>280,513</u>
SUPPORT AND REVENUE OVER (UNDER) EXPENDITURES						
	\$ 17,750	\$ (11,577)	\$ 185	\$ 11,641	\$ (33,873)	\$ 6,471
BEGINNING FUND BALANCE						
	<u>64,953</u>	<u>82,703</u>	<u>71,126</u>	<u>71,311</u>	<u>82,952</u>	<u>49,079</u>
ENDING FUND BALANCE						
	<u>\$ 82,703</u>	<u>\$ 71,126</u>	<u>\$ 71,311</u>	<u>\$ 82,952</u>	<u>\$ 49,079</u>	<u>\$ 55,550</u>

Note: This data reflects Broadcasting activities recorded in both the General and Restricted Funds. There are additional resources dedicated to Broadcasting operations in the College's Endowment Fund that are not reflected above.

The majority of the capital outlay expenditures in FY 2012-3013 relate to back-up generators funded by a Warning, Alert, and Response Network Act (WARN) grant from PBS, and a new video server for the TV station. The 14/15 TV transfer out represents excess cash transferred to its quasi endowment fund.

AUXILIARY FUND

The Auxiliary Fund is used to account for transactions of those activities that deliver a product or perform a service to students, community or staff and are essential elements in support of the educational program. These activities are revenue-producing and ideally should be self-supporting. Revenues from auxiliary activities are derived from the sale of products or services.

The College has the following activity categories that are reported in the Auxiliary Fund.

- Bookstore
- Food Services
- Fitness and Recreation Center
- Printing
- Planetarium Gift Shop and Conference Services
- Carlyon Farmhouse
- College Vehicles
- Learning Resource Vending

The Bookstore provides new and used textbooks, course packs and various instructional materials in support of the College's academic programs. A significant portion of the textbook inventory is repurchased from students. Books and materials are available for purchase at the main campus store, through a reservation service or online. The Bookstore is the largest activity in the Auxiliary fund and consistently produces significantly more revenue than expense. The excess up to \$250,000 is transferred to the General Fund as support. Dollars in excess of 250,000 are retained in the Auxiliary Fund to build fund balance. For fiscal year 2014-2015, an additional \$50,000 transfer is budgeted to support the General Fund.

Food Services serves students, faculty and staff in two locations on main campus (Red Brix Café and Coffee 'n More). It also provides catering services primarily for internal groups, and vending services (beverage, snack and food) on main campus and at off-campus centers.

The Fitness and Recreation Center includes cardio and weight rooms and three pools (lap, leisure and therapy). Auxiliary Fund activities relative to the Center include membership services and non-academic fitness classes for students, faculty, staff and the public.

Activity in the other auxiliary categories is primarily generated by services to departments within the College. Charges for these services are structured to cover the cost of these services plus a small amount to build a fund balance for equipment repairs and purchases.

Revenues and the related expenses are budgeted based on activities that are anticipated to occur. The budget for each activity is prepared separately, and depending on the nature of the activity and the specific funding sources, is based on known actual and/or projected data.

DELTA COLLEGE

AUXILIARY FUND

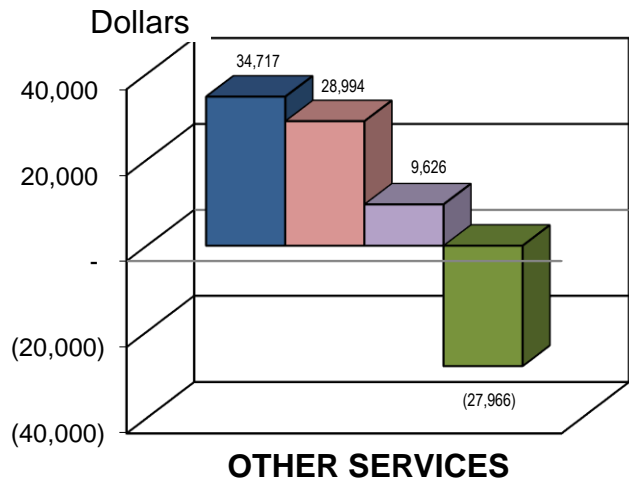
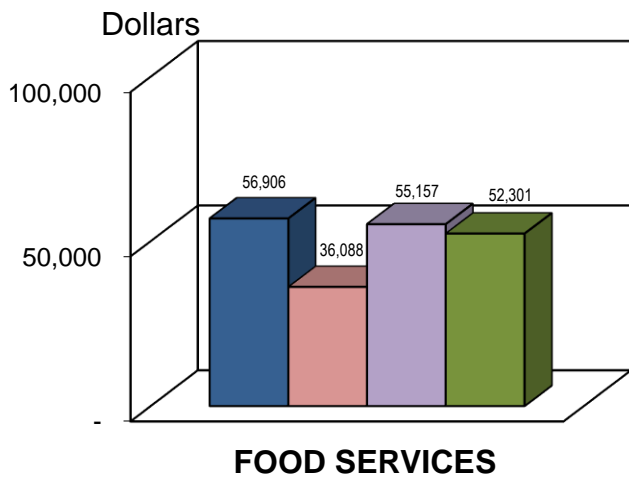
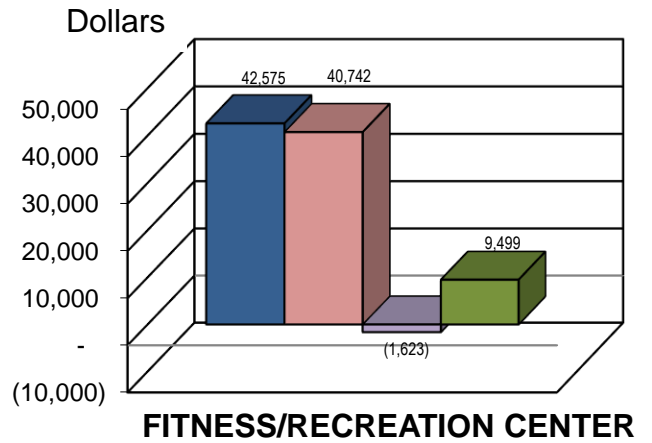
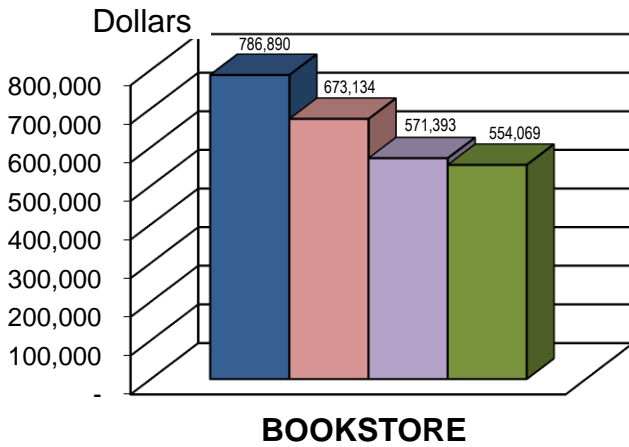
	ACTUAL 2012-2013	ACTUAL 2013-2014	ACTUAL 2014-2015	PROJECTED 2015-2016	BUDGETED 2016-2017	% CHANGE 2015-2016 TO 2016-2017
BOOKSTORE						
Revenues	\$ 6,224,702	\$ 5,851,530	\$ 5,445,051	\$ 4,779,650	\$ 4,680,462	-2.08%
Expenditures	<u>5,437,812</u>	<u>5,178,396</u>	<u>4,873,658</u>	<u>4,225,581</u>	<u>4,298,935</u>	<u>1.74%</u>
Net Income (Loss)	<u>786,890</u>	<u>673,134</u>	<u>571,393</u>	<u>554,069</u>	<u>381,527</u>	<u>-31.14%</u>
FOOD SERVICES						
Revenues	1,265,782	1,275,118	1,229,155	1,172,468	1,153,074	-1.65%
Expenditures	<u>1,208,876</u>	<u>1,239,030</u>	<u>1,173,998</u>	<u>1,120,167</u>	<u>1,115,289</u>	<u>-0.44%</u>
Net Income (Loss)	<u>56,906</u>	<u>36,088</u>	<u>55,157</u>	<u>52,301</u>	<u>37,785</u>	<u>-27.75%</u>
FITNESS & RECREATION CENTER						
Revenues	370,907	348,259	323,089	325,160	325,000	-0.05%
Expenditures	<u>328,332</u>	<u>307,517</u>	<u>324,712</u>	<u>315,661</u>	<u>323,493</u>	<u>2.48%</u>
Net Income (Loss)	<u>42,575</u>	<u>40,742</u>	<u>(1,623)</u>	<u>9,499</u>	<u>1,507</u>	<u>-84.14%</u>
OTHER AUXILIARY ACTIVITIES						
Revenues	597,842	573,920	593,505	575,572	585,167	1.67%
Expenditures	<u>563,125</u>	<u>544,926</u>	<u>583,879</u>	<u>603,538</u>	<u>676,828</u>	<u>12.14%</u>
Net Income (Loss)	<u>34,717</u>	<u>28,994</u>	<u>9,626</u>	<u>(27,966)</u>	<u>(91,661)</u>	<u>-227.76%</u>
TOTAL AUXILIARY SERVICES						
Revenues	8,459,233	8,048,827	7,590,800	6,852,850	6,743,703	-1.59%
Expenditures	<u>7,538,145</u>	<u>7,269,869</u>	<u>6,956,247</u>	<u>6,264,947</u>	<u>6,414,545</u>	<u>2.39%</u>
Net Income (Loss)	<u>921,088</u>	<u>778,958</u>	<u>634,553</u>	<u>587,903</u>	<u>329,158</u>	<u>-44.01%</u>
TRANSFERS IN (OUT)						
General Fund	(250,000)	(250,000)	(300,000)	(250,000)	(250,000)	0.00%
Plant Fund	(32,066)	(88,101)	-	-	-	0.00%
Restricted Fund	<u>(13,918)</u>	<u>(11,146)</u>	<u>(3,130)</u>	<u>(2,000)</u>	<u>(2,000)</u>	<u>0.00%</u>
Total Transfers	<u>(295,984)</u>	<u>(349,247)</u>	<u>(303,130)</u>	<u>(252,000)</u>	<u>(252,000)</u>	<u>0.00%</u>
CHANGE IN FUND BALANCE	625,104	429,711	331,423	335,903	77,158	-77.03%
BEGINNING FUND BALANCE	<u>5,653,930</u>	<u>6,279,034</u>	<u>6,708,745</u>	<u>7,040,168</u>	<u>7,376,071</u>	<u>4.77%</u>
ENDING FUND BALANCE	<u>\$ 6,279,034</u>	<u>\$ 6,708,745</u>	<u>\$ 7,040,168</u>	<u>\$ 7,376,071</u>	<u>\$ 7,453,229</u>	<u>1.05%</u>

NOTES ON OTHER AUXILIARY ACTIVITIES:

Other auxiliary activities include printing, Planetarium giftshop and conference services, Carlyon Farmhouse, college vehicles, and learning resources vending. Charges for these services are structured to cover the cost of the services plus a small amount to build a fund balance for equipment repairs and purchases. Transfers to the Plant Fund in fiscal years 2012-2013 and 2013-2014 were for the renovation of the Coffee 'n More service area and were funded by accumulated Food Service fund balance reserves. The deficit in other auxiliary activities projected for 2015-2016 is related to the purchase of new printing equipment that was funded by accumulated fund balance reserves. The budgeted deficit in other auxiliary activities for 2016-2017 is due to the anticipated purchase of several new fleet vehicles that will be funded by accumulated fund balance reserves.

DELTA COLLEGE AUXILIARY FUND

NET INCOME (LOSS) FOUR YEAR HISTORY



NOTES

PLANT FUND

The Plant Funds are used to record the flow of money for capital expenditures related to building and equipment. The College maintains a “Facility Maintenance & Equipment Replacement Fund” in addition to a “Building and Site Fund”. Budgeting and reporting for both funds are presented in one document entitled “Plant Funds” on page 124.

Each year funds are transferred to the Plant Funds from the General Fund and other funds as applicable for building projects. For 2016-2017, the following major transfers from the General Fund have been budgeted:

Match for State Funded Renovation Projects	\$ 1,000,000
Facility Maintenance & Equipment Replacement	\$ 1,000,000

The College operates instructional satellite centers in each of its three county districts: Saginaw, Midland, and Bay City. Since 1986, the Ricker Center has operated to provide instructional and outreach services to students in Saginaw County. The facility, a former elementary school building, is leased from Saginaw Public Schools. Planning efforts are underway to move the Saginaw Center to a new location within the vicinity of Downtown Saginaw. The Midland Center was purchased in 1991 through the sale of bonds which were paid in full in 2002.

In February of 1997, the College opened the Bay City Planetarium and Learning Center. This \$8,750,000 project was constructed entirely with grant money provided by the National Aeronautics and Space Administration (NASA). The 36,000 square foot facility features a 130-seat Planetarium, academic classrooms, meeting facilities, a computer lab, a rooftop observation deck, an exhibit area and a gift shop.

In addition to the 640 acre, 958,000 square foot main campus facility, the College owns the Midland Center, Bay City Planetarium and Learning Center, Sailing School, Farmhouse and Gilford Township Digital Broadcasting Tower. The College leases the Saginaw Ricker Center.

Operating costs for the main campus and the Midland, Bay City and Saginaw Ricker Centers are budgeted and accounted for in the General Fund. The operating costs of the other facilities are accounted for in the Designated, Auxiliary, or Restricted Fund in which their activities are recorded.



Delta College Planetarium and Learning Center

DELTA COLLEGE

PLANT FUNDS

BUILDING AND FACILITY IMPROVEMENT FUNDS

	ACTUAL 2012-2013	ACTUAL 2013-2014	ACTUAL 2014-2015	PROJECTED 2015-2016	BUDGETED 2016-2017
REVENUES					
Investment Income (Loss)	\$ (108,830)	\$ 192,985	\$ 231,886	\$ 209,001	\$ 202,359
Private Gifts/Grants	3,806,694	884,047	356,122	213,596	45,600
State Grants/Appropriations	-	6,923,789	2,069,343	890	-
Transfer from General Fund	3,630,000	4,096,420	5,033,156	4,549,214	2,600,000
Other Sources & Transfers	<u>548,622</u>	<u>426,028</u>	<u>286,907</u>	<u>174,066</u>	<u>53,512</u>
 TOTAL REVENUES	 <u>7,876,486</u>	 <u>12,523,269</u>	 <u>7,977,414</u>	 <u>5,146,767</u>	 <u>2,901,471</u>
 EXPENDITURES					
Equipment					
Instruction	121,261	-	-	-	230,000
Instructional Support	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>140,000</u>
Total Instruction	121,261	-	-	-	370,000
 Student Services	 116,316	 133,636	 246,833	 361,668	 -
Institutional Administration	-	92	-	209,771	250,000
Facilities Management	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>212,221</u>
 Total Equipment	 237,577	 133,728	 246,833	 571,439	 832,221
 Renovations & Transfers	 <u>10,127,302</u>	 <u>13,049,692</u>	 <u>4,310,097</u>	 <u>3,946,032</u>	 <u>7,712,118</u>
 TOTAL EXPENDITURES	 <u>10,364,879</u>	 <u>13,183,420</u>	 <u>4,556,930</u>	 <u>4,517,471</u>	 <u>8,544,339</u>
 REVENUES OVER (UNDER) EXPENDITURES	 (2,488,393)	 (660,151)	 3,420,484	 629,296	 (5,642,868)
 BEGINNING FUND BALANCE	 <u>28,267,275</u>	 <u>25,778,882</u>	 <u>25,118,731</u>	 <u>28,539,215</u>	 <u>29,168,511</u>
 ENDING FUND BALANCE	 <u>\$ 25,778,882</u>	 <u>\$ 25,118,731</u>	 <u>\$ 28,539,215</u>	 <u>\$ 29,168,511</u>	 <u>\$ 23,525,643</u>

DELTA COLLEGE

SCIENCE AND LEARNING TECHNOLOGY PROJECT

In 1997, ground was broken on the \$26,000,000 Science and Learning Technology Project and an open house celebration in the fall of 1999 brought over 5,000 community members to the newly completed facilities. The State of Michigan funded \$12,500,000 of the project or 48% and the College funded the remaining \$13,500,000 or 52%. The Delta College Foundation raised \$7,500,000 in contributions and pledges toward the College's \$13.5 million match. The balance of the match, or \$6,000,000 was accumulated through budgeting and transferring funds each year from the General Fund to the Plant Funds.

This exciting project provided updated facilities through major renovations and additions in the science areas, including the disciplines of chemistry, physics, and biology; conversion of the library and teaching/learning functions to a true learning resource center; enhancement of distance learning and the use of new instructional technologies; and expanded technology in the delivery systems of Business programs. Expanded square footage brought Delta College closer to the state average in square feet per FYES and has assisted the College in its commitment to a community mission. **Operating Budget Impact:** All operating costs of the facility are budgeted in the General Fund and were funded through reductions in utility costs realized across the campus as a result of capital energy conservation projects.

CAMPUS RENOVATION II PROJECT

During fiscal year 1998-99, the College received authorization from the State of Michigan to proceed with the planning phase of the Campus Renovation II Project. This \$42 million project was funded 43% or \$18 million by the State of Michigan. The College raised its 57% match through annual \$1,000,000 general fund budget transfers plus proceeds from a .5 mill three year dedicated millage approved by voters in November 2000 and levied for the years 2001, 2002 and 2003. Ground was broken on the first phase of the project in May 2002 and all new and renovated spaces were operational by winter 2004.

This project allowed the College to complete this phase of the Master Plan by modifying existing facilities built in 1960 to support new instructional methodologies and technologies including Internet, distance learning, interactive simulations, and enhanced computer capabilities in classrooms and laboratories and create a Technical Trades and Manufacturing Complex. Upon completion of the Technical Trades and Manufacturing Complex, the College no longer needed to lease space for welding training at the Midland Industrial Education/Welding Center and this lease was terminated in FY03-04. With only 90,000 new square feet, a majority of the project involved updating existing facilities, renovations, and energy efficiencies. **Operating Budget Impact:** There was no net operating budget impact from these capital improvements since facility efficiencies and budget reprioritizations offset increased operating costs.



**Delta College
Technical Trades &
Manufacturing Complex**

DELTA COLLEGE

H AND J WINGS AND EAST COURTYARD RENOVATION PROJECT

In spring/summer 2005, this \$5.8 million project was undertaken in accordance with the College's Five-Year Capital Outlay Plan. The project included extensive renovations to the existing J-wing and East Courtyard to enhance and create twelve general classrooms and computer training laboratories and a Faculty and Staff Development Office including re-design of areas for Instructional Support Services, Faculty Center for Teaching Excellence, eLearning, eDesign, Center for Organizational Success and general Faculty Offices. The H-wing component included development of a Business Opportunities Center housing Corporate Services, the Workforce Development Center and the Small Business and Technology Development Center. The project is funded entirely from institutional sources including allocations from accumulated Plant Fund reserves and Facility Maintenance and Equipment Replacement Fund allocations. **Operating Budget Impact:** As the project involved remodeling of existing facilities, there were no changes in total operating costs.

South Campus Parking & Stormwater Drain System

Completed in fall 2008, this \$4.8 million project, was designed to take advantage of environmentally friendly sustainability concepts, address improvements to the storm water drain system and the Klaus Drain as identified in the 2003 Campus Master Plan. It incorporated desperately needed renovations and upgrades to the two deteriorating south parking lots which had not been repaved since originally constructed in the early 1970's. Student need for adequate parking and use of these lots had grown with increased enrollment. Even more significant, were necessary upgrades to vehicular and pedestrian bridges providing access to the south parking area and the expansion of the east lot to provide improved access to campus buildings. A boulevard style car and bus drop off area was incorporated at the main visitor entrance.

Three new bridge crossings were constructed over the Klaus Drain. The stream channel was widened and the sharp drain bends softened to increase the holding availability and alleviate flood conditions. The work completed in the drain created a more natural meandering watercourse to allow the growth of various aquatic organisms, promote water cleanliness, and cultivate the diversity of micro and macro invertebrates which will benefit from the improved ecosystem changes.

All of the project areas can be utilized by Delta students, faculty, staff and the community as they seek services and attend classes. The storm water drainage system and storm water detention / wet meadow areas can be used by environmental and science programs for field observations and laboratory study of the various aquatic habitats and micro systems. The southeast parking lot can be utilized as an evening and weekend motorcycle training driving range from April to October each year.



DELTA COLLEGE

Health Professions Building

The Delta College Health Professions Building underwent a major \$18 million renovation in summer 2013, and serves 4,500 students who are pursuing careers in nursing, dental hygiene, radiography, respiratory care, emergency medical technical and others. Focusing on innovative design, content and the highest level of sustainable construction at LEED Gold standards, a unique rainwater harvesting system and a hydroponic green wall is a distinctive feature in the renovated space. In addition, this project included:

- State of the art medical and dental equipment and technology
- Multi-disciplinary laboratory and simulation rooms
- Flexibility for future programs
- A critical care simulation area and multimedia laboratory
- Optimized classrooms and common spaces
- Interactive space outside the classroom for students and faculty

The State of Michigan allocated \$9 million to the project, the College contributed \$3 million from its Capital Reserve Fund toward the match and \$6 million was raised through a Capital Campaign.

Operating Budget Impact: As the project involved remodeling of existing facilities and incorporated LEED Gold standards, overall operating costs have declined.



**Delta College
Health Professions Building**

DELTA COLLEGE

CAPITAL OUTLAY MASTER PLAN

Colleges are required to submit an annual 5-Year Capital Outlay Master Plan to the State of Michigan prioritizing future major capital projects and major maintenance items in excess of \$1 million. These projects, when approved, will require a 50% college match. Currently, \$1 million is budgeted annually for transfer from the General Fund for this purpose. Following are the prioritized projects submitted in fall 2015 for FY 2017-2021 planning.

Major Capital Projects

Priority #1	Saginaw Center Project	\$12.7 million
Priority #2	Midland Center Renovations Project	\$ 7.8 million
Priority #3	Business & Office Professions – K wing Renovation	\$ 1.9 million
Priority #4	Electronic Media Broadcasting – A wing Renovation	\$ 2.1 million

Major Maintenance Projects

Priority #1	Emergency/Essential Power System Upgrades	\$ 0.9 million
Priority #2	Northwest Parking Lot and West Campus Site Upgrades	\$ 5.1 million
Priority #3	Roof Replacement/Fascia & Soffit Repairs – Midland Center	\$.7 million
Priority #4	Road and Parking Lot Repaving – Midland Center	\$.4 million
Priority #5	Central Heating & Cooling System Upgrades	\$ 5.8 million
Priority #6	Hotchkiss Drive Boulevard Signage and Lighting Upgrades	\$.6 million
Priority #7	Road, Parking Lot Repaving - Campus & Planetarium	\$ 1.1 million
Priority #8	Roof Replacement/Fascia & Soffit – Campus & Planetarium	\$.9 million

FACILITY MAINTENANCE AND EQUIPMENT LIFE CYCLE REPLACEMENT

The current appraised replacement value of College buildings and equipment is \$297 million. The Building Research Council recommends an annual life cycle replacement allocation of 2 to 4 percent of the asset value to fund routine maintenance and capital renewal. Using the midpoint of 3 percent would result in an allocation of \$9 million annually. Likewise, a simple 30-year life cycle replacement calculation would call for an annual allocation of \$10 million.

Currently, \$1 million is budgeted annually for transfer from the General Fund to the Plant Fund for this purpose. Industry standards suggest an additional \$8 million should be reserved annually to assure that existing facilities are maintained and the value of the capital investment is preserved. Therefore, any excess General Fund revenues over expenditures beyond those needed to maintain a 10% General Fund Reserve Balance are transferred to the Plant Fund at the end of each fiscal year in an effort to provide additional one time funding for facility and equipment life-cycle replacement needs. Should General Fund excess reserves exceed \$8 million in any given year, the funds would next be used to fund the required State match on major capital projects outlined above. Specific projects planned for completion and paid through these resources are included in the Capital Expenditures Budget on the following page.

DELTA COLLEGE

CAPITAL EXPENDITURES BUDGET

Plant Fund Capital Projects currently in planning for the FY16-17 Budget Year are listed below. These projects create no increased square footage. Improved energy efficiencies as a result of incorporating new technologies are expected to reduce energy consumption over the future life of the related assets. As each project is planned, operating costs will be evaluated in further detail to estimate any future operating impact. However, as has been evidenced by an 18% reduction in electric use, 11% reduction in gas use and 38% reduction in water use in the last seven years, further reductions are anticipated with the completion of these projects.

<u>Projects Approved and/or in Progress</u>	<u>Amount</u>	<u>Strategic Focus Area</u>
Asset Management Software & Scanners 14-15 One-Time Funds	\$ 3,221	S
Auto Lift Replacements (2) 15-16 One-Time Funds	80,000	SS
75 Horsepower Tractor Replacement 15-16 One-Time Funds	60,000	S
Student Catalog Software 14-15 One-Time Funds	140,000	SS
Passenger Mini Van Replacements (2) 15-16 One-Time Funds	64,000	S
Skid Steer Tractor 15-16 One-Time Funds	85,000	S
Emergency Power Systems (Lighting/Dewatering Generators)	257,000	S
Farmhouse Maintenance & Upgrades	30,000	S
Conference Room Technology	269,175	PF
A, G, K Wing Vestibules	175,000	S
OIT Projects	250,000	SS
Sculpture Projects	41,110	CF
Way Finding System	35,000	SS
Planetarium Exterior Painting & Plaster Repairs	10,000	S
Planetarium Exterior Cleaning & Gaskets	70,533	S
Building Automation Systems Upgrade	120,000	S
Drinking Fountain Upgrades	7,500	S
Stair Handrail Repair/Replace	1,049,504	SS
Classroom HDMI Upgrades	150,000	SS

Projects Awaiting State Authorization/Appropriation

Saginaw Center Project	\$ 775,000	SS
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As Needed Maintenance Projects

Miscellaneous Renovations, Furnishings & Accessories	\$ 150,000	S
G-Wing and Lecture Theatre HVAC Upgrades	250,000	S
Northwest Parking Lot Upgrades	350,000	S
Covered Bridge Repairs – Foundations and Carpentry	75,000	S
Delta Drive Klauss Drain Erosion Repairs and Upgrades	350,000	S
Sidewalk Repairs	25,000	S
Flashing Maintenance and Repairs	75,000	S

SS-Student Success CF-Community Focus S-Sustainability PF-People Focus

DELTA COLLEGE

CAPITAL EXPENDITURES BUDGET

(Continued)

<u>Projects in Planning</u>	<u>Amount</u>	<u>Strategic Focus Area</u>
University Center Trail	\$ 50,000	CF
Energy Audit – All Buildings for SOM Report	87,896	S
Pool Repairs, Diamond Brite, Pumps & Valves	50,000	S
West Campus Site Improvements – Fitness & Athletics	1,075,000	SS
B-Wing Data Center Upgrades	150,000	S
P-Wing P124 & P126 Reconfiguration	350,000	SS
B-Wing East Upgrades	150,000	PF
K-Wing Renovation Including Fire Sprinklers	100,000	SS
S-Wing 3D Art Lab	100,000	SS
QTV Broadcasting Renovation of Instructional, Office & Radio Areas	100,000	SS
Hotchkiss Entrance & Roadway Lighting	226,400	S
Digital Signage Study	100,000	SS
Pedestrian Lighting Upgrades	150,000	S
Planetarium Emergency Power	125,000	S
P-Wing Pool Lighting Upgrades	75,000	S
Z-Wing and Tunnel Fire Sprinklers	125,000	S
M-Wing Upgrades Including Replacing AHU29	150,000	S
Science Wing Wall Repair Study	75,000	S
Library Metal Roof Repairs	60,000	S
C-Wing Lab Control Upgrade	150,000	SS
Central Plant M&E Investigation	15,000	S
Roof Walkway Upgrades	35,000	S
C-Wing Roofing (Area 12)	<u>98,000</u>	S
TOTAL	\$8,544,339	

SS-Student Success CF-Community Focus S-Sustainability PF-People Focus

DELTA COLLEGE

DEBT DETAIL

The College has the legal capacity to carry debt of up to \$115,356,018; with no current outstanding debt falling under this debt limitation. The Community College Act establishes debt capacity as 1 1/2% of the first \$250,000,000 of taxable valuation plus 1% of the excess over \$250,000,000 of taxable valuation. The current taxable valuation is \$11,410,601,764.

In May 2011 the College entered into a New Jobs Training Agreement and Revenue Bond with XALT Energy (formerly Dow Kokam, LLC) for \$6,190,000 and in May 2013 with ECO BIO Plastics Midland Inc. for \$350,000 under the New Jobs Training Program codified in Chapter 13 of the Community College Act. The revenue bond is not a general obligation of the College but is payable solely and only from the New Jobs Credit from Withholding taxes to be received through these employers as a result of new jobs created and trained through the program.

The general philosophy of the College has been to issue debt only when a very compelling case to do so can be made.

NOTES

ENDOWMENT FUND

The Endowment Fund is used to record all endowments that have been established by the College and the Delta College Foundation. Endowment funds are used to account for gifts for which the principal may not be expended. The use of the income derived from the investment of each endowment is determined by the donor.

The Delta College Foundation is a separate entity from the College, but they do not manage their own funds. Any money given to the Foundation is transferred to the College. If the money is in the form of an endowment, it is recorded in the Endowment Fund.

Beginning in December 1997, due to the increasingly growing number and value of the College's endowments, the College contracted with Morgan Stanley Wealth Management, LLC to manage the investment of the endowment funds. The investment and distribution policies, as well as the investment returns, are established, monitored and evaluated by the College's Investment Advisory Committee, which reports directly to the Board of Trustees.

Estimated distributions from the Endowment Fund to the College for the year 2015-2016 to be used during the 2016-2017 fiscal year are as follows:

General Fund	\$ 7,300
Designated Fund	96,600
Restricted Fund - Broadcasting	9,900
Restricted Fund - Scholarships	430,800
Building Fund	7,900
Foundation	93,400
Quasi-Endowments	<u>17,100</u>
Total Distributions	\$663,000

DELTA COLLEGE

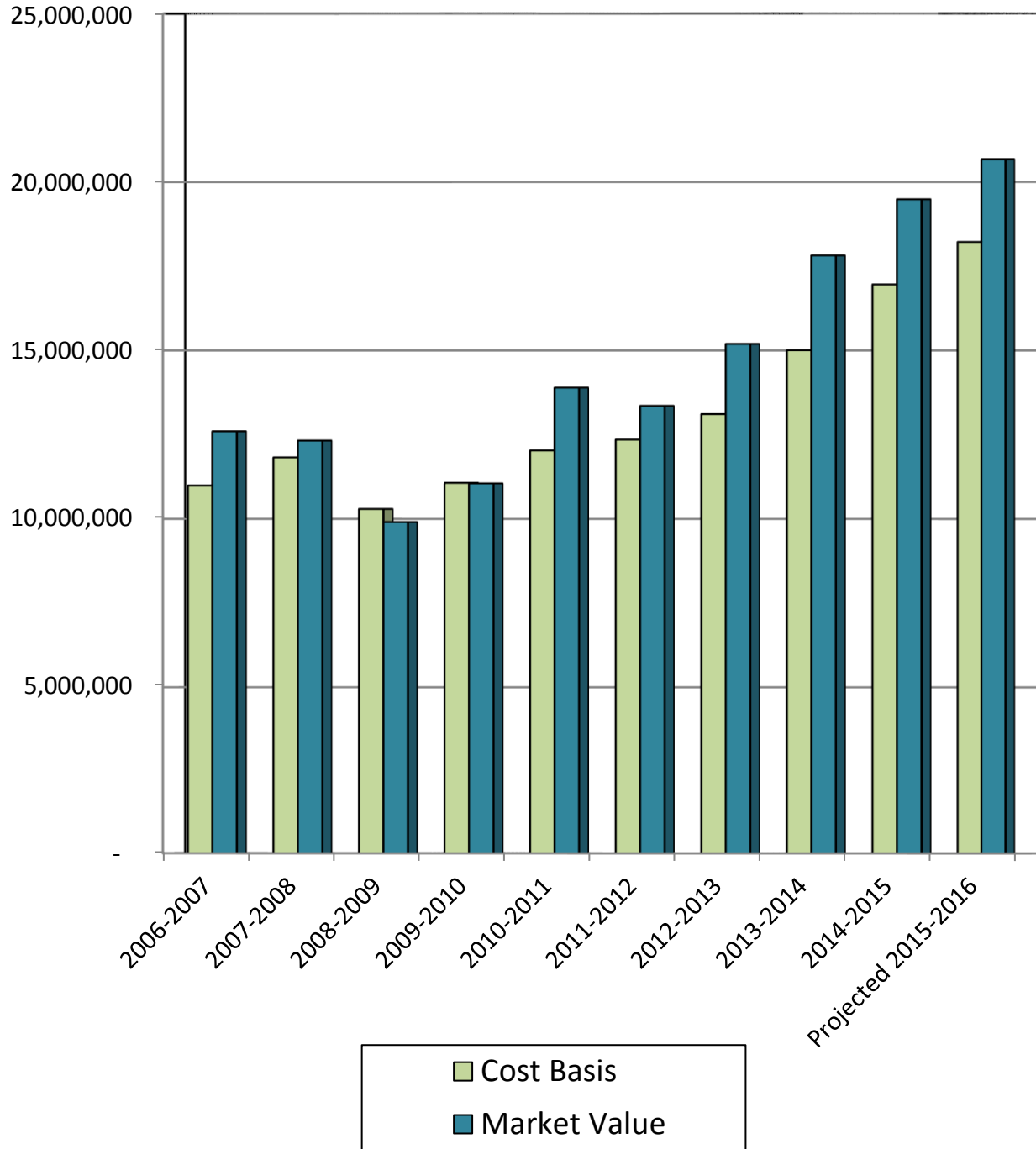
ENDOWMENT FUND

TEN YEAR PERFORMANCE HISTORY

	NET ASSETS JULY 1	GIFTS	INTEREST & DIVIDENDS	NET GAIN ON INVESTMENTS	DISTRIBUTIONS	INVESTMENT FEES	NET ASSETS JUNE 30
2006-2007	10,356,416	1,276,413	263,443	1,136,758	(338,506)	(93,282)	12,601,242
2007-2008	12,601,242	496,952	308,068	(586,602)	(390,969)	(100,739)	12,327,952
2008-2009	12,327,952	191,169	247,890	(2,608,341)	(167,548)	(83,490)	9,907,632
2009-2010	9,907,632	348,007	215,545	899,193	(221,709)	(92,960)	11,055,708
2010-2011	11,055,708	650,943	232,033	2,513,954	(453,210)	(101,965)	13,897,463
2011-2012	13,897,463	251,450	312,108	(521,920)	(473,500)	(107,224)	13,358,377
2012-2013	13,358,377	602,682	336,965	1,519,876	(501,005)	(122,064)	15,194,831
2013-2014	15,194,831	399,662	349,167	2,540,593	(516,004)	(147,041)	17,821,208
2014-2015	17,821,208	1,677,137	528,926	181,859	(573,471)	(149,866)	19,485,793
Projected 2015-2016	19,485,793	1,669,000	400,000	(50,000)	(663,000)	(165,000)	20,676,793

DELTA COLLEGE ENDOWMENT FUND TEN YEAR HISTORY

Dollars



DELTA COLLEGE

ENDOWMENT FUNDS

ENDOWMENT NAME

Margaret Adams Scholarship
 Charleen T. Adcock Scholarship
 Anderson Family Delta Sculpture Walk
 Anderson Family Scholarship
 Athletic Scholarship
 M. Seth Babcock Scholarship
 Mary Ann (McGregor) Badour Scholarship
 James & Joy Baker Scholarship
 Ormond Barstow & Ludo Frevel Award for Scholarly
 Achievement
 Baxandall Scholarship
 Bay City Central Class of '41 Scholarship
 Elzie & Muriel Beaver Scholarship
 Leonard & Esther Bergstein Scholarship
 Darrell R. Berry Scholarship
 Alfred J. Bladecki Scholarship
 Martin & Emma Block Scholarships
 Peter & Barbra Boyse Program
 Peter D. Boyse President's Scholar Program
 Business Division Scholarship
 Carlyon Farmhouse Maintenance
 Donald & Betty Carlyon Scholarship
 Donald & Betty Carlyon Endowed Teaching Chair
 DeeMona Chatman Scholarship
 Coca-Cola Scholarship
 William R. Collings Award for Outstanding Service &
 Academic Achievement
 Lynn Conway Athletic Scholarship
 Gilbert A. Currie Estate Scholarship
 Gilbert A. Currie Fund
 Ilau & Phillip Dean Scholarship
 Delta Deltah's Scholarship
 Delta College Public Radio Fund
 Delta College Foundation Fund
 Delta College Foundation Student Scholarships
 Delta College Endowed Teaching Chair Challenge Grant
 Delta College Employee-Sponsored Scholarship
 Delta College Planetarium Fund
 Delta College Public TV Fund
 Robert DeVinney Endowed Teaching Chair
 Dixon Family Scholarship
 Herbert Doan Scholarship
 B. Joe & Margery (Knepp) Dodson Scholarship
 Frances Dolinski Scholarship
 Henry Dolinski Scholarship
 Dr. Louis W. Doll & Patricia Drury Scholarship
 Tom Dostal Memorial Scholarship
 Dow Chemical Company Michigan Operations Award for
 Physical Science
 Alden B. Dow Fund

ENDOWMENT NAME

H. H. Dow Endowed Professor
 Herbert H. & Barbara C. Dow Fund
 Jerry & Terry Drake Scholarship & Broadcasting
 Program Support
 Draper Family Scholarship
 Gene R. Duckworth Scholarship
 Fred E. Dulmage Award for Engineering & Technology
 Eldon Enger & Fred Ross Scholarship
 English Division Guest Lecturer
 James E. & Leanne Lutz Erickson Scholarship
 Faculty Executive Committee Award
 Fettig Family Scholarship
 Arthur J. & Bette L. Fisher Scholarship
 Peter & Suzanne Frantz Award for Art
 Dr. John & Joanne Fuller Scholarship
 David R. Gamez Scholarship
 Gerace Construction Scholarship
 Gerity Broadcasting Company Scholarship
 Gerstacker Faculty Recognition Award
 Global Education Program
 Robert M. Gohlke Scholarship
 Jean Goodnow Scholarship
 Gougeon Brothers, Inc. Award for Applied
 Industrial/Technical
 Patricia L. & Robert W. Grant Jr. Scholarship &
 Humanities Program
 Great Lakes Bay Manufacturers' Association
 Scholarship
 Russell B. & Grace H. Green Scholarship
 Priscilla Bogi Guritza Memorial Scholarship
 Beki Gray Hadley Scholarship
 Sarah Hansen Scholarship
 Joan B. Harry Scholarship
 Harry Hawkins Scholarship
 Robert & Joyce Hetzler Family Award for Outstanding
 Service & Leadership
 Hilde & Walter Heyman Scholarship
 Ada E. Hobbs Scholarship
 Don Holzhei Memorial Scholarship
 Home Builders Association of Bay, Midland & Saginaw
 Counties
 Honors Student Scholarship
 James R. & Anita H. Jenkins Family Scholarship
 Phyllis E. Jones Memorial Scholarship
 S. Preston & Dr. Betty B. Jones International
 Scholarship
 Dan E. Karn Memorial Scholarship
 Kaufmann Family Scholarship
 Robert F. Keicher Memorial Scholarship
 Dale & Alma Keyser Scholarship

DELTA COLLEGE

ENDOWMENT FUNDS

ENDOWMENT NAME

Walter J. & Sophia M. Kilar Scholarship
 International Order of King's Daughters & Sons
 Scholarship
 Oscar W. Kloha Scholarship
 Robert I. & Marjorie H. Knepp Scholarship
 W.R. & Edith Knepp Scholarship
 W.R. Knepp, Jr. Scholarship
 Daniel P. Kubiak Scholarship
 Gary Laatsch Scholarship
 Jack LaBreck Scholarship
 Ilene M. Lane Nursing Scholarship
 Dr. Thomas H. Lane & Janis E. Landry-Lane Scholarship
 Edward & Kathryn (Dunn) Langenburg Award for
 Education
 Laughner Award
 Thomas & Rose Mary Laur Scholarship
 Leo & Evelyn Levy Scholarship
 Denise Lovay-Gravlin Memorial Scholarship
 Edward & Kathleen Lunt Scholarship
 Karen MacArthur Endowed Teaching Chair
 Thomas & Brenda Mahar Scholarship
 Margaret McAlear Scholarship
 James R. McIntyre Award for Health Sciences
 Aceie & Thelma Micho Scholarship
 Rhea Miller Scholarship
 Richard & Gloria Miller Scholarship
 Frances Goll Mills Award for Nursing
 Monitor Sugar Scholarship
 Paul Moore Social Science Award
 Morley Foundation Award for Business Management
 Virginia Morrison Scholarship
 Wendell & Ethel Mullison Scholarship
 W. Brock Neely Scholarship
 William H. "Buddy" Oates Scholarship
 Oscar P. & Louise H. Osthelder Scholarship
 Jesse J. Oswald Scholarship
 Marguerite Scull Parker
 Possible Dream Program
 Otto C. Pressprich Fund
 Cecelia Randall Scholarship
 Alfonso Rasch-Isla Scholarship
 Newell Remington Scholarship & TLC Support
 Skip Renker Award for Creative Writing
 Renee Rookard Scholarship
 Harold & Norine Rupp Scholarship
 Saginaw County Child Development Centers Program
 Sailing School Program
 Cliff & Grace Saladine Scholarship
 Dawn Schmidt Award for Mathematics
 Peggy A. Scott Scholarship

ENDOWMENT NAME

Ralph I. & Archie M. Selby Family Scholarship
 Gene F. Shrum & Dee Dee (Shrum) Wacksman
 Scholarship
 Van Dewitt & Ruth Simmons Scholarship
 John M. Smith & William Wolgast Family Softball
 Scholarship
 Paul Sowatsky Scholarship/Award
 James Stark Scholarship
 Eileen & Hugh Starks Scholarship
 James & Elizabeth Stoddard Scholarship
 Sturm Family Broadcast Programming Fund
 SunGard Higher Education Endowed Teaching Chair
 SunGard Higher Education Possible Dream Program
 Julius & Irene Sutto Award for Life Sciences
 Paul & Margaret Thompson Scholarship
 Willie E. Thompson Scholarship
 Margaret Timm Award for English
 Wesley Timm Award for Social Science
 UNUM Projects
 Jim & Janis Van Tiflin Award
 Ken & "Miss Mona" White Scholarship
 Macauley & Helen Whiting Fund
 Lola Bishop Whitney Award for Foreign Language
 David & Carol Williams Scholarship
 Alice & Jack Wirt Scholarship
 Teresa Plackowski-Witucki Scholarship
 Wolverine Bank Scholarship
 Dr. Robert R. "Dr. Bob" Zimmerman Endowed Teaching
 Chair
 Robert R. Zimmerman "Dr. Bob" Scholarship
 Alton, Sr., Alma & Alton, Jr. Zucker Scholarship
 Melvin & Hilda Zuehlke Scholarship and Special Needs
 Assistance Fund

NOTES

GLOSSARY

DELTA COLLEGE GLOSSARY

Administrative/Professional Staff (AP)

The category of College salaried personnel in administrative and professional positions.

Balanced Budget

The College considers a budget to be balanced when expenditures do not exceed current revenues plus expendable fund balances.

Capital Expenditures

A capital expenditure is the purchase of an asset that will be used in the course of College business operations for a period in excess of one year and with a purchase cost in excess of \$5,000. A capital expenditure is recorded as an asset on the College's balance sheet and is depreciated over its anticipated useful life.

College Priorities

The internal planning document used to set College priorities and to drive the budget process.

Contact Hours

Laboratory teaching hours are equated at full contact hours beginning with the 2005-2006 budget year. Previously, laboratory teaching hours were equated at 0.8/1.0 contact hours.

Corporate Services

Delta College Corporate Services is a division of the College that focuses on providing learning solutions to clients in the areas of Training Delivery, Training Development, Training Administration and Consulting. These learning solutions are non credit and typically focus on the needs of a single customer (closed enrollments). Corporate Services is charged to operate break even or better thus not using General Fund dollars of the College to operate.

Cost Center

A fiscal and accounting entity with a self balancing set of sub-accounts which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

Credit Hour Generation

The total number of credits taken by students in a specified period of time.

Equipment

An equipment item is a movable or fixed unit of furniture or furnishings, an instrument, a machine, an apparatus, or a set of articles which meets **ALL** of the following conditions: 1) It retains its original shape and appearance with use; 2) It is non-expendable; that is, if the article is damaged or some of its parts are lost or worn out, it is usually more feasible to repair it rather than replace it with an entirely new unit; 3) It represents an investment of money which makes it feasible and advisable to track the item; 4) It does not lose its identity through incorporation into a different or more complex unit or substance; 5) As a general rule the item should have a unit cost of at least \$300 in order to be included in the College's fixed asset system, however, the capitalization policy for financial reporting and depreciation purposes is \$5,000.

Faculty (FAC)

Instructors on tenure track.

Fiscal Year

The Fiscal Year at Delta College is July 1 to June 30.

Delta College Foundation

The Delta College Foundation is a nonprofit, tax-exempt educational corporation organized under Michigan law to receive gifts, grants, loans, bequests and scholarships in behalf of the students, staff or the institution. Gifts received through the Foundation are tax deductible for the donor.

Fringe Benefits

The College provides comprehensive benefits to full-time employees which currently include: retirement; health insurance; dental insurance; long term disability insurance; vision/hearing insurance; life insurance; earned vacation days; earned sick leave; bereavement or emergency leaves; tuition waivers; and professional development allowance.

Fund Balance

The balance remaining in each fund designating the financial resources available to mitigate current and future risks, such as revenue shortfalls and unanticipated expenditures, as well as the continued overall creditworthiness of the College.

Full Time Equivalent Student (FTE)

Total credit hours produced in one fiscal year divided by 31.

Gifts

Money received by the College generally from private and/or corporate sources, primarily used for student financial aid and/or special programs and equipment.

Grant

Money awarded to the College in response to a proposal for specific purposes, generally from State or Federal sources.

Industrial Facilities Tax Abatement (IFT)

Tax relief allowed on new and rehabilitated industrial facilities. New facilities are taxed at half the millage rate and rehab facilities are taxed only at initial assessment, not improvements. These abatements cannot exceed 12 years.

Investment Income

Income to the College derived from the investment of current funds. The portfolio of endowment fund investments are managed under contract by Morgan Stanley Wealth Management, LLC who reports to the College's Investment Advisory Committee of the Board of Trustees.

Part-time Staff

Employment category involving services by individuals on a less than full-time basis paid for by the College. Part-time employees, with certain restrictions are not eligible for fringe benefits. The College is required to contribute approximately 23% of wages paid to all part-time employees, except students, to retirement programs.

Professional Development Allowance (PDA)

Monies budgeted and set aside to promote the Professional Development of individual Faculty members and full-time AP and Support Staff. Included within the scope of this allowance are: travel, professional dues, course work, conferences, seminars, developmental materials and equipment.

Property Taxes

Compulsory charges levied on real and personal property by the College district for the purpose of funding College operation.

- **State Equalized Value (SEV)** is typically 50% of the locally assessed value.
- **Taxable Valuation** is a term that was established as a result of proposition A in 1994, and is the value of property used to determine property tax levy. It may or may not be the SEV.

Renaissance Zones

A category of real and personal properties that are exempt from property tax levy under the State of Michigan Renaissance Zone Act of 1996. Since the original adoption of the act, the State of Michigan had been appropriating to reimburse community colleges for the tax revenues lost under this property tax exemption; however beginning in FY 2010-2011, the State has eliminated the reimbursement from its annual funding appropriation for community colleges. The State reinstated the reimbursement effective with FY 2011-2012.

State Appropriations (include supplemental appropriations)

Revenue to the College derived from a formula established by the state of Michigan based on target need.

Student Wages

Wages paid by the college to students employed by various departments within the institution. Under the Student Federal Work Study Program, a portion of these wages are reimbursed to the college for eligible student employees.

Supplies and Services

Any article, material or service which is consumed in use, loses its original shape or appearance with use or is expendable.

Support Staff (SS)

The category of regular, hourly employees, including clerical, campus security, food service and maintenance positions.

Tuition and Fees

Revenue to the College derived from payments by students for educational and general purposes.

FISCAL POLICIES

Statements of Fiscal Policies

A. PURPOSE

The primary purpose of the Delta College Fiscal Plan is to set forth clear, concise and effective guidelines for managing the fiscal affairs of the College and to outline mechanisms necessary for ensuring the orderly growth of the College. The fiscal plan is divided into two broad categories -- informational and operational. The informational plan commits the College and its Finance staff to calculate and publish specific information relative to Delta's current fiscal condition, past financial trends, and projections of future fiscal plans and financial position. The operational plan provides guidelines for making fiscal decisions and assuring that Delta College continues to pursue a financially prudent course.

B. GENERAL STATEMENTS

1. ACCOUNTING SYSTEM and INTERNAL ACCOUNTING CONTROL

The College's accounting records for all college funds are maintained on an accrual basis, with revenues recorded when earned, and expenditures recorded when the related liabilities are incurred and certain measurement and matching criteria are met.

In developing and evaluating the College's accounting system, we have given serious consideration to the adequacy of internal accounting control. Internal accounting controls have been developed and implemented to provide reasonable assurance regarding the safeguarding of assets against loss from unauthorized use or disposition, and the reliability of financial records for preparing financial statements and maintaining accountability. The concept of reasonable assurance recognizes that:

- the cost of a control should not exceed the benefits likely to be derived, and
- the evaluation of costs and benefits requires estimates and judgements by management.

The College adheres to the above framework for internal controls. We believe that the College's internal accounting controls adequately safeguard assets and provide reasonable assurance of proper recording of financial transactions.

Continuous internal audit is performed by the Departments of Business and Finance and include the verification of purchasing procedures and accounts payable coding practices, and the audit of payroll data. The College's financial statements are audited annually by an independent public accounting firm.

2. BASIS OF BUDGETING AND BUDGETARY CONTROLS

The basis of budgeting used by the College is identical to the College's basis of accounting, which is described in statement B.1. above excluding the depreciation of capital assets. Budgets include the anticipated purchase cost of capital assets rather than the annual depreciation expense. For the most part, budgeted revenues and expenditures must be estimated as actual amounts are not known until received or incurred.

Budgetary control is maintained at the cost center level by the encumbrance of estimated purchase and contract amounts prior to the release of purchase orders or contracts to vendors. Purchase orders which result in an overrun of cost center appropriations cannot be released until either (a) additional appropriations are made available, or (b) adequate funding is transferred from another department within the same budget group leader's area of responsibility.

3. GOVERNANCE

a. BOARD OF TRUSTEES:

Delta College is governed by the Board of Trustees which has the ultimate legal institutional authority; the administration, through the Office of the President, and the Senate share responsibility for governance. The Trustees have the financial authority to operate the college from funds provided through the state. They can dispose of any College property and can establish both educational programs and vocational-technical departments. They also levy property taxes and set tuition and fee rates.

The electors of Saginaw, Bay and Midland counties elect members of the Board of Trustees, three from each county. As authorized by the laws of the State of Michigan, the nine members are empowered to operate the college for a six-year term with three of the nine terms expiring every two years.

The Board of Trustees operates as the final authority, and only the Board speaks legally and with final authority for the college. To accomplish this objective reasonably, the Board maintains a general overview of the institution, entrusts the conduct of the administration to the President and other administrative officers, entrusts the conduct of teaching and research to the faculty, and recognizes the authority of each in its area.

Board meetings are monthly and open to the public. The media are promptly notified of any special meetings. Michigan law requires a quorum of trustees (five) to conduct business. A majority of "yeas" is needed to pass a motion.

b. SENATE:

The variety and complexity of the tasks performed by institutions of higher education produce an inescapable interdependence among governing board, administration, faculty, students, and others. The relationship calls for adequate communication among these components and full opportunity for appropriate joint planning and effort.

In order to accomplish these tasks, the College has chosen to form an organization called the Senate of Delta College. The purpose of the Senate is to initiate, recommend, and facilitate policies and procedures and to provide communication.

The Senate membership shall include the College President, members of the Executive Board, and senators elected from the Assembly. In addition, the Senate-Students Liaison Committee shall elect annually three students from its active membership to serve as senators and assembly members. The Assembly consists of all full-time (a) faculty (including Division Chairs and Lecturers), (b) professional support staff members (including counselors, librarians, television producer-directors, and data processing program analysts), and (c) administrators in permanent positions as specified in the College budget.

4. FUND STRUCTURE

A fund is defined as an independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

The College follows the Michigan Public Community College Manual for Uniform Financial Reporting (MUFR) for financial accounting and reporting. Beginning with the year ended June 30, 2003, the MUFR required the College to implement GASB Statement's 34 and 35 for external reporting. The new model includes business-type activity (BTA) reporting, in which all College activities are consolidated into one column on the audited financial statements, capital assets are depreciated over their useful lives, and fund balances are converted to net assets. Audited financial statements also include a management's discussion and analysis section, which provides a brief analytical overview of the College's financial activities, and a statement of cash flows. The College has continued to maintain its fund accounting structure for budgeting and internal reporting, as allowed by the MUFR. All eight of the following major fund types defined by the MUFR are utilized by the College.

a. GENERAL FUND:

The General Fund is to be used to account for the transactions related to academic and instructional programs and their administration. Revenues are recorded by source and expenditures are recorded by function. The use of these dollars is determined by an appropriation process. The Budget Cabinet provides leadership for this process. The budget process is further described within the Strategic Planning and Fiscal Planning Sections. This fund is included in the budget document.

b. DESIGNATED FUND:

The Designated Fund is to be used to account for transactions of funds restricted as to operating use by the Board of Trustees or the administration. The sources of such funds could be virtually any unrestricted revenue that the Board or administration earmarks for a specific operating purpose. Revenue and expense projections are made for this fund, but it is not included in the appropriation process. This fund is included in the budget document.

c. AUXILIARY ACTIVITIES FUND:

The Auxiliary Activities Fund is to be used to account for transactions of revenue producing, substantially self-supporting activities that deliver a product or perform a service that is not by itself an instructional or administrative activity. Revenue and expense projections are made for this fund, but it is not included in the appropriation process. This fund is included in the budget document.

d. RESTRICTED FUND:

The Restricted Fund is used to account for transactions of outsider controlled funds used to achieve the College's principal operating purposes. Principal revenues include special purpose state or federal grants, income from restricted endowments, federal or state contracts, and various other gifts or grants restricted as to use by the donor.

Most Restricted Fund accounts are in the nature of deposits to be used for a specific purpose determined by the donor or sponsoring agency. The College has the responsibility to see that the provisions of the gift, grant or contract are followed. Revenue and expense projections are made for this fund, but it is not included in the appropriation process. This fund is included in the budget document.

e. ENDOWMENT FUND:

The Endowment Fund is used to account for gifts including money, securities, real estate or other investments for which the principal may not be expended. It also consists of quasi-endowments, which are Board-designated funds that are treated similar to endowed funds. No revenue or expense projections are made for this fund. This fund is included in the budget document.

f. PLANT FUNDS:

These are funds, both restricted and unrestricted, that are used to account for the financing, payment, construction and major maintenance of properties. Revenues and expenses for these funds are estimated, but not included in the appropriation process.

The Plant Funds include:

- 1) **The Building and Facility Improvement Funds**, which are used to account for all capital building and equipment activity, including new construction, improvements, replacement, and major repairs and maintenance. The Building and Facility Improvement Funds are included in the budget document;
- 2) **The Debt Retirement Fund**, which is used to account for the payment of debt, and is detailed in the budget document; and
- 3) **The Capital Position Fund**, which is used to account for all land, land improvements, buildings, building improvements and equipment owned by the college with the exception of that held for investment in the Endowment Fund. The Capital Position Fund is not included in the budget document.

g. AGENCY FUND:

The Agency Fund is used to account for assets held by the college for or on the behalf of others. No revenue or expense projections are made for this fund. This fund is not included in the budget document.

C. INFORMATIONAL POLICIES

The College will make available for inspection the complete details of all revenues and expenditures, a description of the College's current financial condition, and a record of past trends and future projections in a clear and simple format to the public and those interested in Delta College.

1. ANNUAL PLANNING & BUDGET PROCESS

The College General Fund money is appropriated through a budget process. A Budget Cabinet is appointed by the President. The membership includes administrators and faculty, and each member serves for three years.

The basic role of the Budget Cabinet is to set parameters and make recommendations regarding financial matters. As strategic planning continues to be implemented, the specific tasks of the Budget Cabinet change accordingly.

Property tax levies are subject to special requirements under Michigan law. The first of these, known as "Truth in Taxation", requires a special public hearing if the current year levy, exclusive of tangible property additions and losses, yields more revenues than the prior year and there is no budget hearing. The second, known as "Headlee", limits the increase in property tax revenues realized from increases in taxable values, exclusive of tangible property additions and losses, to a rate mandated by the State of Michigan unless approved by the voters of the College's district. The College adheres to the requirements of "Truth in Taxation", as amended, and "Headlee" and holds hearings, if required, during late May or June.

The Board of Trustees typically adopts the budget in June each year.

2. INTERIM FINANCIAL REPORTS

There shall be calculated and published a comprehensive financial statement detailing revenues, expenditures, and changes to fund balance for funds on a monthly basis.

3. FULL FINANCIAL DISCLOSURES

Full disclosure shall be provided in Annual Financial Reports and bond representations.

D. OPERATIONAL POLICIES

1. DIVERSIFIED ECONOMY

Delta College recognizes that the fiscal health of the College is directly related to the economic health of the community. Delta, therefore, seeks to encourage a healthy diversified economy consistent with its mission statement.

2. CONSOLIDATION and/or ELIMINATION OF DUPLICATIVE FUNCTIONS

Delta will take positive steps to improve the productivity of its programs and employees, and seek ways to eliminate duplicative functions within the College, government and agencies in the community. Related programs shall be consolidated wherever possible.

3. PERIODIC EVALUATION OF CURRICULUM and SERVICES

The College is in the process of developing a periodic assessment of educational curriculum and services offered by the College.

4. COST OF FISCAL CONTROLS

As a rule, the cost of fiscal control measures should not exceed the benefits derived.

5. CURRENT REVENUES and OPERATING EXPENDITURES

All College current operating expenditures will be paid with current revenues. Current revenues and operating expenditures will be reviewed at least twice during the year. All budgetary procedures will conform with existing State and local laws.

E. DEBT POLICIES

The following are policies under which Delta College will operate to assure that the organization is managed in a financially prudent manner.

1. LONG-TERM DEBT

Delta does not use long-term debt to finance current operations. Long-term borrowing will be confined to capital improvements or similar projects with an extended life which cannot be financed from current revenues.

2. MATURITY and EXPECTED LIFE

Delta College will keep the maturity of general obligation bonds consistent with or less than the expected lifetime of the project.

3. DEBT LIMIT

The Community College Act authorizes the Board of Trustees to issue bonds so long as the total outstanding bonded indebtedness of the District does not exceed 1 1/2% of the first \$250,000,000 of taxable valuation, plus 1% of the excess over \$250,000,000 of taxable valuation. The bonds would be limited tax obligations of the Community College District payable out of general budget revenues.

4. MICHIGAN NEW JOBS TRAINING PROGRAM REVENUE BONDS

The Community College Act authorizes the Board of Trustees to issue New Jobs Training Revenue Bonds which are not a general obligation of the College and are payable solely from New Jobs Credit from Withholding pursuant to a training agreement with an employer who creates new jobs under this program. Withholding taxes of the new employees are diverted to pay for the training and the college incurs no debt or risk as a result.

5. LEASE PURCHASE vs GENERAL OBLIGATION BONDS

Where possible, the College will use lease purchase or other self-supporting bonds instead of general obligation bonds. In all cases, the interest rate will be the primary consideration.

6. USES OF BOND PROCEEDS

Bond proceeds should be limited to financing the costs of planning, design, land acquisition, building, permanent structures, attached fixtures or equipment, and movable pieces of equipment. Basically, acceptable uses of bond proceeds can be viewed as items which can be capitalized and depreciated. Non-capital furnishings and supplies will not be financed from bond proceeds. Refunding bond issues designed to restructure currently outstanding debt are an acceptable use of bond proceeds.

7. PRE-DEBT ANALYSIS

Whenever the College is contemplating a possible bond issue, information will be developed concerning the following four categories commonly used by rating agencies to assess credit worthiness. The subcategories are a necessary, but incomplete, list of the types of items to be considered. This information will be presented to the Board of Trustees for review.

a. DEBT ANALYSIS

- Debt capacity analysis
- Purpose for which debt is issued
- Debt structure
- Debt burden and magnitude indicators and ratios as compared to other colleges
- Debt history and trends
- Adequacy of debt and capital planning
- Obsolescence of capital plant

b. FINANCIAL ANALYSIS

- Stability, diversity, and growth rates of tax sources
- Trend in assessed valuation and collections
- Current budget trends
- Appraisal of past revenue and expenditure estimates
- Evidences of financial planning
- History and long-term trends of revenues and expenditures
- Adherence to generally accepted accounting principles
- Audit results
- Liquidity of portfolio and other current assets
- Fund balance status and trends
- Financial monitoring systems and capabilities

c. COLLEGE ADMINISTRATIVE ANALYSIS

- College organization structure
- Location of financial responsibilities and degree of control
- Adequacy of basic service provision

- Intergovernmental cooperation/conflict and extent of duplication

d. **ECONOMIC ANALYSIS**

- Geographic and locational advantages
- Population and demographic characteristics
- Wealth indicators
- Housing characteristics
- Level of new construction
- Types of employment, industry, and occupation
- Evidences of industrial decline
- Trend of the economy

F. INVESTMENT POLICIES

1. CASH-FLOW ANALYSIS

There shall be made cash-flow analysis of all funds on a regular basis. Disbursement, collection and deposit of all funds will be scheduled to ensure maximum cash availability. The accounting system will provide monthly information concerning cash position.

2. INVESTMENT POOL

As permitted by law, Delta College will pool cash from several different funds for investment purposes.

3. MATURITY

The maturity date of new investments should not be further away than the time that the College anticipates that it will need the funds. Estimates of when the College shall need cash shall be prudent. The time to maturity of securities purchased for a common investment portfolio should be determined based on projected cash flow needs, with the majority generally not exceeding one year.

G. ACCOUNTING POLICIES

1. ACCEPTED ACCOUNTING PROCEDURES and PRINCIPLES

Delta College uses accounting procedures and principles and reporting requirements in accordance with the Michigan Public Community College Manual for Uniform Financial Reporting and Generally Accepted Accounting Principles (GAAP).

2. TIMELY SATISFACTION OF OBLIGATION

The College will not postpone current obligations to the future, accrue future revenues to the current fiscal year, or extend the length of the fiscal year.

3. FINANCIAL DISCLOSURE

Full disclosure will be provided in annual financial statements and bond representations.

4. BUDGETARY CONTROL and REPORTING

Delta will maintain a budgetary control system to help it adhere to the budget. The Vice President of Business and Finance shall be responsible for preparing quarterly status reports comparing actual revenues and expenditures to budgeted amounts, with exception reports distributed to managers of each cost center for which expenditures exceed budgeted amounts. Cost center managers must timely respond to remedy the overages through budget transfer or error correction requests. This process is also helpful in determining future budget reclassification considerations by the Budget Cabinet.

5. RISK MANAGEMENT PROGRAM

The College participates in the Michigan Community College Risk Management Association which provides liability insurance for property and vehicles. This includes the participation in and active management program to safeguard public assets held in trust and to minimize the financial liability arising from accidental injury or death.

6. MAINTENANCE and REPLACEMENT

The College will maintain its existing capital investments in workable order to protect the College's assets and minimize future maintenance and replacement costs. A maintenance replacement schedule will be developed. A reserve fund to replace capital when its useful life is depleted shall be established. Such funds shall only be used for capital replacement.

H. REVENUE POLICIES

1. USE OF STATE and FEDERAL SPECIAL GRANTS

State and Federal special grants may be utilized, but only when the College can be assured that the total costs and requirements of accepting funds are known and judged not to negatively impact the College's general fund.

2. AVOIDANCE OF OPERATING FUND DEFICIT

Delta College should not incur an operating fund deficit.

3. CONSERVATIVE REVENUE PROJECTION

Because revenues, especially those of the General Fund, are sensitive to local and regional economic activity, revenue estimates adopted by the college should be conservative.

4. DIVERSIFIED REVENUE

The College has three major revenue sources for operation. They are tuition/fees, state appropriations and property taxes.

5. ADEQUATE AUXILIARY and INTERNAL SERVICE OPERATIONS

The College will set charges for each auxiliary and internal service operation at a level which fully supports the total direct and indirect costs of the operation. Indirect costs will include the cost of capital assets.

6. PROPERTY TAX COLLECTIONS

The College will pursue a policy of collecting all property taxes due in the current year. The level of prior year property tax repayments and current uncollected property taxes historically has been less than .5%.

7. ADHERENCE TO RETIREMENT SCHEDULES

The College does not administer its own retirement system and, therefore, does not have any long-term liabilities which may be a part of a retirement system. The College shall remain current in its payments due under the retirement programs in which the College participates.

I. RESERVE POLICIES

FUND BALANCE

It is a long-term goal of the College to attain a fund balance in the General Fund of 10% of its operating budget. This long-term goal should be reviewed and evaluated at least every five years, the next scheduled evaluation to be for the fiscal year ending 2020.

The fund balance shall be held to help cover three possibilities:

1. Catastrophic - to provide limited emergency funds in the event of natural or man-made disaster.
2. Operational - to provide additional funds for extraordinary unforeseen circumstances outside of management's control.
3. Liquidity - to provide limited funds to smooth fluctuations in revenues caused by changes in economic conditions or enrollment.

In addition, fund balance provides:

1. Sufficient working capital.
2. Sufficient cash float for daily financial needs.

Fund balances should not be used for operating expenses. Fund balances should be used for one-time capital emergency expenditures only if the balance remaining is adequate.

NOTES

FISCAL PLANNING

DELTA COLLEGE GENERAL FUND BUDGET PROJECTION MODEL

The College developed a General Fund Budget Projection Model. This model is utilized during the budget process and salary negotiations with employee groups to provide immediate feedback on the financial impact of various policy decisions.

Built into the model are revenue and expense variables. Changes in any one of these variables can significantly affect the College's General Fund operations. The model calculates the financial effect due to changes in any of the variables.

State budget cutbacks and property tax legislation provide perfect examples of the usefulness of the General Fund Budget Projection Model. By plugging in various scenarios in the model, the College can quickly estimate the bottom line financial impact of changes in the level of funding from state aid and property taxes.

In addition to state appropriations and property taxes, other revenue variables included in the model are tuition (stated in terms of credit hours and tuition rate per credit hour), fees, and all other revenues.

Expense variables built into the model are salaries, fringe benefits, supplies and services, capital expenditures, and professional development and travel. Because the College negotiates a separate compensation agreement with various employee groups and because salaries and fringe benefits make up approximately 78% of the General Fund Budget, the salaries and fringe benefits variables are subdivided into smaller units. The salaries variable units are full time faculty, full time faculty overload, part time faculty, support staff, maintenance staff, and administrative and professional staff. Fringe benefits are subdivided into retirement, which includes a federal rate of 7.65% and a state-weighted average rate of 24.0% (MPSERS at 25.6% and ORP at 10%), medical insurance, and other benefits.

In order to estimate the future impact of the various changes that can affect the College's operations, a base was established. It is from this base that all future revenue and expenditure estimates are calculated. The base for projections on the following page is the 2015-2016 Budget, adjusted for known factors which have taken place over time. It should be emphasized that other bases can be used.

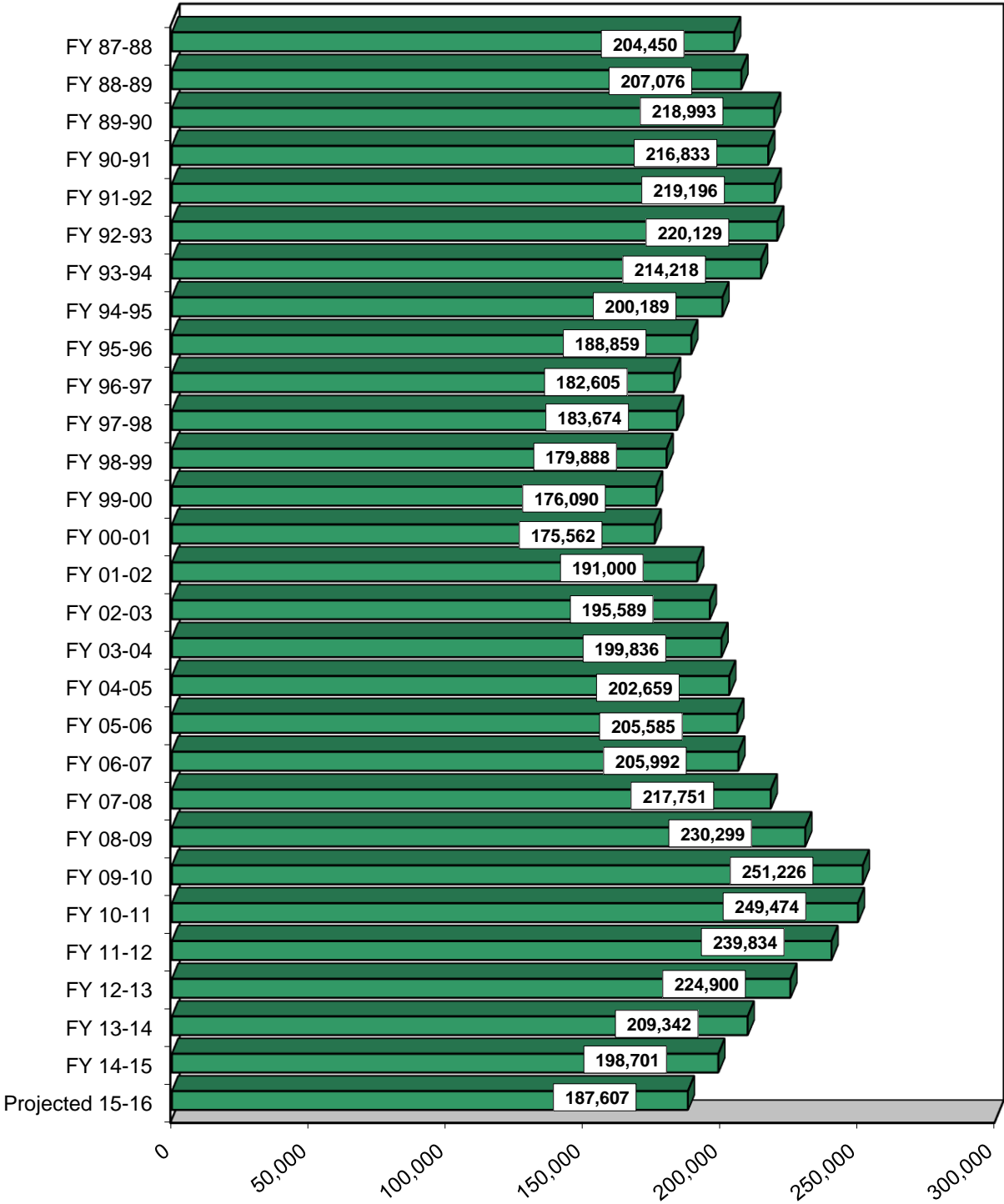
Provided on the opposite page are scenarios for 2016-2017 which illustrate how the General Fund Projection Model works. Changes to any one of the input variables will independently affect the financial bottom line of the College. They are presented to illustrate how the model works and are not intended to reconcile to the final budget presented.

DELTA COLLEGE GENERAL FUND REVENUE AND EXPENDITURE PROJECTION MODEL

<u>BASE BUDGET 2015-2016</u>	INPUT VARIABLES				
	BASE BUDGET 2015-2016	EXAMPLE 1 % CHANGE	EXAMPLE 2 % CHANGE		
BASE REVENUES					
Base Credit Hours	190,000	-4.05%	-5.56%		
Base Tuition Rate (83% in-district, 17% out-district)	<u>106.92</u>	4.10%	6.00%		
Tuition	20,314,700	0.05%	0.44%		
Fees	6,577,888	8.43%	6.50%		
State Appropriations	14,704,000	2.00%	1.40%		
Property Taxes	22,838,190	1.51%	0.00%		
All Other Revenues	<u>1,117,914</u>	3.05%	10.00%		
Total Base Revenues	65,552,692	1.89%	1.27%		
BASE EXPENDITURES					
Full-time Faculty	16,837,340	2.49%	2.49%		
Faculty Supplemental/Overload	1,487,006	0.00%	0.00%		
Adjunct Instructors	3,090,919	1.56%	1.00%		
Administrative & Professional Staff	7,651,802	2.27%	1.50%		
Support Staff	2,491,511	2.27%	1.50%		
Maintenance Staff	893,996	1.50%	1.50%		
Part-time Staff	2,150,630	2.27%	1.50%		
Student Workers	816,474	4.50%	4.50%		
Retirement	8,463,587	-0.93%	-1.00%		
FICA/MEDI	2,484,259	0.47%	0.00%		
Medical Insurance	4,458,198	9.66%	6.00%		
Other Employee Benefits	902,562	-1.16%	1.00%		
Supplies & Services	10,515,511	2.88%	-2.00%		
Capital Expenditures	2,804,153	9.59%	5.00%		
Professional Development & Travel	<u>504,555</u>	5.48%	2.50%		
Total Base Expenditures	65,552,503	1.87%	1.25%		
PROJECTED BUDGET 2016-2017					
<u>PROJECTED REVENUES</u>	BASE BUDGET 2015-2016	PROJECTION EXAMPLE 1 2016-2017	PROJECTION EXAMPLE 2 2016-2017		
Tuition	20,314,700	20,324,627	0.05%	20,404,085	0.44%
Fees	6,577,888	7,132,440	8.43%	7,005,451	6.50%
State Appropriations	14,704,000	14,999,200	2.01%	14,909,856	1.40%
Property Taxes	22,838,190	23,183,436	1.51%	22,838,190	0.00%
All Other Revenues	<u>1,117,914</u>	<u>1,152,060</u>	3.05%	<u>1,229,705</u>	10.00%
Total Projected Revenues	65,552,692	66,791,763	1.89%	66,387,287	1.27%
PROJECTED EXPENDITURES					
Full-time Salaries & Wages	29,361,655	29,670,811	1.05%	29,946,464	1.99%
Part-time & Student Wages	6,058,023	6,023,068	-0.58%	6,157,933	1.65%
Employee Benefits	16,308,606	16,661,960	2.17%	16,500,488	1.18%
Supplies & Services	10,515,511	10,818,422	2.88%	10,305,201	-2.00%
Capital Expenditures	2,804,153	3,073,003	9.59%	2,944,361	5.00%
Professional Development & Travel	<u>504,555</u>	<u>532,207</u>	5.48%	<u>517,169</u>	2.50%
Total Projected Expenditures	65,552,503	66,779,471	1.87%	66,371,616	1.25%
REVENUES OVER EXPENDITURES	189	12,292		15,671	
PROJECTED CHANGE		12,103		15,482	

OTHER

DELTA COLLEGE CREDIT HOUR HISTORY



DELTA COLLEGE CREDIT HOURS BUDGET 2016-2017

COST CENTER/DIVISION	SUMMER 2016	FALL 2016	WINTER 2017	SPRING 2017	TOTAL
1011	0	115	36	0	151
1012	208	1,900	2,000	600	4,708
1013	78	1,400	1,600	550	3,628
1014	75	2,100	1,900	340	4,415
1015	230	3,100	2,900	640	6,870
1016	275	4,000	3,500	900	8,675
1017	0	2,124	2,040	450	4,614
1018	36	200	125	80	441
1019	0	530	600	0	1,130
Social Science Total	902	15,469	14,701	3,560	34,632
1021	0	1,600	1,400	300	3,300
1023	0	1,070	1,275	80	2,425
1025	55	200	170	90	515
1026	66	660	800	140	1,666
1027	285	1,685	1,700	499	4,169
1028	0	450	500	70	1,020
1029	270	3,000	2,950	1,000	7,220
Humanities Total	676	8,665	8,795	2,179	20,315
1031	930	9,902	9,035	2,000	21,867
English Total	930	9,902	9,035	2,000	21,867
1035	430	10,000	8,750	2,000	21,180
Math & Computer Science Total	430	10,000	8,750	2,000	21,180
1041	0	5,200	5,000	1,125	11,325
1042	150	2,524	2,300	450	5,424
1043	0	630	490	80	1,200
1044	0	630	750	75	1,455
1045	90	1,420	1,595	240	3,345
1046	0	310	161	5	476
Science Total	240	10,714	10,296	1,975	23,225
1061	80	2,750	2,700	650	6,180
1062	0	200	150	0	350
1063	355	4,300	4,100	1,350	10,105
1065	0	100	90	50	240
1066	500	4,280	3,895	1,330	10,005
1067	50	1,475	1,400	600	3,525
Business & Information Tech Total	985	13,105	12,335	3,980	30,405
1052	90	2,175	1,900	448	4,613
1070	202	2,860	3,317	635	7,014
1071	0	270	297	0	567
1073	0	376	425	60	861
1074	0	417	400	45	862
1076	0	750	675	200	1,625
1077	15	372	330	84	801
1078	0	704	500	150	1,354
1079	0	255	285	120	660
1087	18	240	260	130	648
Health & Wellness Total	325	8,419	8,389	1,872	19,005
1110	0	447	425	155	1,027
1111	0	1,130	1,336	475	2,941
1112	0	60	132	132	324
1116	0	205	335	102	642
1160	0	300	256	0	556
1161	0	165	276	0	441
1162	0	550	570	0	1,120
1163	0	210	250	0	460
1164	0	487	434	110	1,031
1165	0	311	366	161	838
1169	0	478	571	140	1,189
1171	0	250	200	0	450
1172	0	325	300	27	652
Technical Total	0	4,918	5,451	1,302	11,671
GRAND TOTAL	4,488	81,192	77,752	18,868	182,300



Academic Programs

Program Title	Associate Degree	Certificate
Academic Career Experience		CBZ.35100 (Z)
Accounting	ABS.10172	CBA.35172 (A)
Alternative Energy - Wind Turbine	AAS.15805	
Architectural Technology	AAS.15872	
Art + Design	AFA.40380	
Automotive Service Educational Program (ASEP)	AAS.60842	
Automotive Service Technology	AAS.15844	CTA.35845 (A)
Chemical Process Technology	AAS.15829	CSA.35835 (A)
Chemical Technology	AAS.15464	
Child Development	AAA.25762	CSA.35763 (A)
Educational Paraprofessional		CSZ.35763 (Z)
Communication		
Interpersonal		CSZ.35325 (Z)
Presentational		CSZ.35326 (Z)
Computer Aided Drafting		CTA.35865 (A)
Computer Numerical Control		CTA.35864 (A) CTZ.35866 (Z)
Computer Science & Information Technology		
Business & Information Technology (BIT)	ABS.10130	CBA.35131 (A)
Information Security & Technology (IST) / Criminal Technology	AAS.17165	CTP.35165 (P)
Information Security & Technology (IST) / Financial Security	AAS.17170	CTP.35170 (P)
Information Security & Technology (IST) / Cyber Security	AAS.17172	
Network Technology (NT)	AAS.17135	CTA.35135 (A)
PC Systems Support & Technology (PC)	AAS.17136	CTA.35136 (A)
Programming (PROG)	AAS.17137	
Web Information Technology (WEB)	AAS.17138	CTA.35138 (A)
Construction Management	AAS.15875	
Criminal Justice:		
Corrections	AAA.25726	CSZ.35724 (Z)
Corrections with Jail Officers Academy		CSZ.35726 (Z)
Law Enforcement	AAA.25727	

Program Title	Associate Degree	Certificate
Law Enforcement with Basic Police Training	AAA.25725	CSZ.35725 (Z)
Security/Loss Prevention Specialist	AAA.25723	CSZ.35723 (Z)
Dental Assisting	AAS.20510	CHA.35512 (A)
Dental Hygiene	AAS.20515	
Diagnostic Medical Sonography	AAS.20547	CHA.35545 (A)
Digital Film Production		CEA.35330 (A)
Automotive Service Technology/General Management	DE.30844	
Dental Assisting/General Management	DE.30518	
Dental Hygiene/General Management	DE.30519	
Diagnostic Medical Sonography/General Management	DE.30547	
Health Fitness Education & Promotion/General Management	DE.30710	
Nursing/General Management	DE.30569	
Physical Therapist Assistant/General Management	DE.30575	
Radiography/General Management	DE.30546	
Respiratory Care/General Management	DE.30578	
Surgical Technology/General Management	DE.30550	
Electrical Utility Worker	AAS.15813	
Electrical Substation Worker		CTA.35811 (A)
Electronic Media (EM)	AAA.15340	
Environmental Technology	AAS.15466	CSA.35467 (A)
Fire Science Technology :		
Emergency Medical Services	AAS.25732	
Fire & Industrial Loss Prevention Officer		CTA.35732
Fire Fighter Technician	AAS.25736	
Fire Investigation/Prevention	AAS.25734	
Fire Science Technology	AAS.25731	
Industrial/Commercial Security & Safety	AAS.25733	
Leadership & Training	AAS.25735	
Global Peace Studies	AA.40000	CSZ.35400 (Z)
Group Fitness Instructor		CSA.35740 (A)
Health Fitness Specialist	AAS.25710	
Health Foundations Certificate		CHA.20530 (A)
HVARC Air Conditioning		CTA.35891 (A)
HVARC Commercial Refrigeration		CTA.35890 (A)
HVARC Heating		CTA.35892 (A)
HVARC Service Technology	AAS.15890	
Industrial Technology Education	AAS.15710	

Program Title	Associate Degree	Certificate
International Studies		
With Foreign Language Skills		CSA.35493
Without Foreign Language Skills		CSA.35493
Journalism and Emerging Media	AA.40000	CEA.35324 (A)
Lean Resource Management		CTZ.35851 (Z)
Legal Support Professional	ABS.10282	
Law Office Foundation		CBA.35283 (A)
Law Office Specialist		CBA.35284 (A)
Liberal Arts		CSA.35390 (A)
Management		
Cosmetology Management	ABS.10251	
Entrepreneurship/Small Business Management	ABS.10262	CBA.35263 (A)
General Management	ABS.10254	
Marketing Management	ABS.10256	
Office Services Management	ABS.10258	CBA.35258 (A)
Retail Management	ABS.10260	CBA.35260 (A)
Management/Subsequent Degrees:		
Business Management	ABS.10255	
Northwood 3 + 1	ABS.85005	
Manufacturing & Industrial Technology	AAS.15851	
Lean Manufacturing		CTZ.35852 (Z)
MIT Supervisor		CTZ.35850 (Z)
Mechanical Engineering Technology	AAS.15822	
Medical Office Professions		
Health Insurance Coding & Claims Specialist		CBA.35286 (A)
Medical Secretary	ABS.10288	
Medical Transcription Specialist		CBA.35285 (A)
Nursing (ADN)	AAS.20564	
Nursing Transition Track:		
Licensed Paramedic to RN	AAS.20569	
Licensed Practical Nurse to RN	AAS.20568	
Office Professions:		
Administrative Assistant	ABS.10296	
Office Assistant		CBA.35291 (A)
Office Specialist		CBA.35292 (A)
Office Skills Core		CBZ.35293 (Z)
Personal Trainer		CSA.35742 (A)
Physical Therapist Assistant	AAS.20573	
Practical Nurse (PN)		CHA.35563 (A)
Professional Studies in Office Admin		CBZ.35297 (Z)
Quality Assurance		CTZ.35877 (Z)

Program Title	Associate Degree	Certificate
Quality Management		CTZ.35878 (Z)
Radiography	AAS.20545	
Residential Construction	AAS.15887	CTA.35889 (A)
Respiratory Care	AAS.20579	
Skilled Trades (Apprenticeship)		
Carpenter (Building Trades)	AAS.60900	CTA.35900
Electrician (Industrial)	AAS.60901	CTA.35901
Jobbing Molder	AAS.60902	CTA.35902
Machine Builder	AAS.60903	CTA.35903
Machine Repair	AAS.60904	CTA.35904
Millwright	AAS.60905	CTA.35905
Pattern Maker	AAS.60906	CTA.35906
Pipefitter (Industrial Maintenance)	AAS.60907	CTA.35907
Plumber-Pipefitter	AAS.60908	CTA.35908
Stationary Boiler Engineering	AAS.60909	CTA.35909
Tinsmith	AAS.60910	CTA.35910
Tool/Die Maker	AAS.60911	CTA.35911
Tool Hardener	AAS.60912	CTA.35912
Skilled Trades (Pre-Apprentice)		
Agriculture Maintenance		CTA.35895 (A)
Construction		CTZ.35896 (Z)
Electrical		CTA.35894 (A)
Mechanical		CTA.35893 (A)
Surgical First Assistant		CHP.35547 (P)
Surgical Technology	AAS.20549	CHA.35547 (A)
Water Environmental Technology	AAS.15827	CTA.35827 (A)
Welding Engineering Technology	AAS.60897	CTA.35899 (A)
Writing - General Writing		CEA.35319 (Z)
Writing - Technical Writing		CEA.35320 (Z)
Youth Services		CSA.35775 (A) CSZ.35775 (Z)

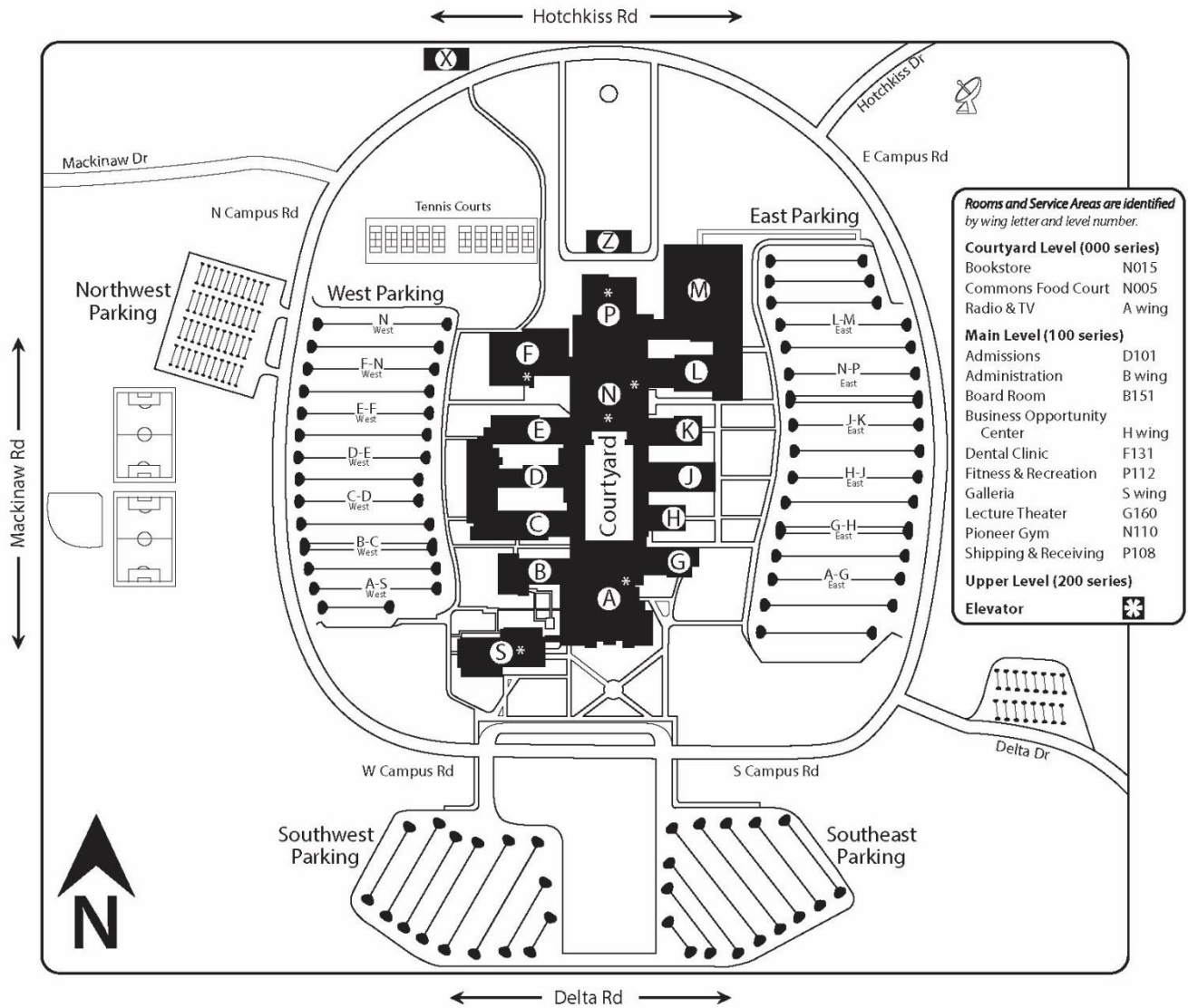
Transfer Programs

Delta College offers three Associates Degrees which provide the foundation to transfer to a Baccalaureate granting college or university:

Associate of Arts	AA.40000
Associate of Science	AS.40000
Associate of Fine Arts	AFA.40380

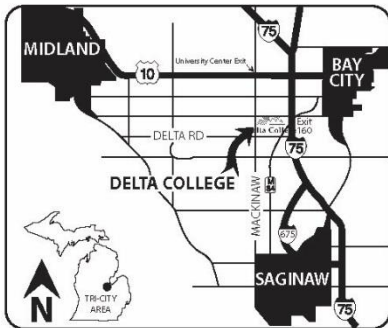


Delta College Main Campus
 1961 Delta Road • University Center, MI • 989-686-9000



Rooms and Service Areas are identified by wing letter and level number.

Courtyard Level (000 series)	
Bookstore	N015
Commons Food Court	N005
Radio & TV	A wing
Main Level (100 series)	
Admissions	D101
Administration	B wing
Board Room	B151
Business Opportunity Center	H wing
Dental Clinic	F131
Fitness & Recreation	P112
Galleria	S wing
Lecture Theater	G160
Pioneer Gym	N110
Shipping & Receiving	P108
Upper Level (200 series)	
Elevator	✳



From I-75
 Take exit 160. Turn south onto M-84.
 Travel 1/4 mile to the second traffic light.
 Turn west onto Delta Road.
 Travel 1-1/4 miles. College is on the right.

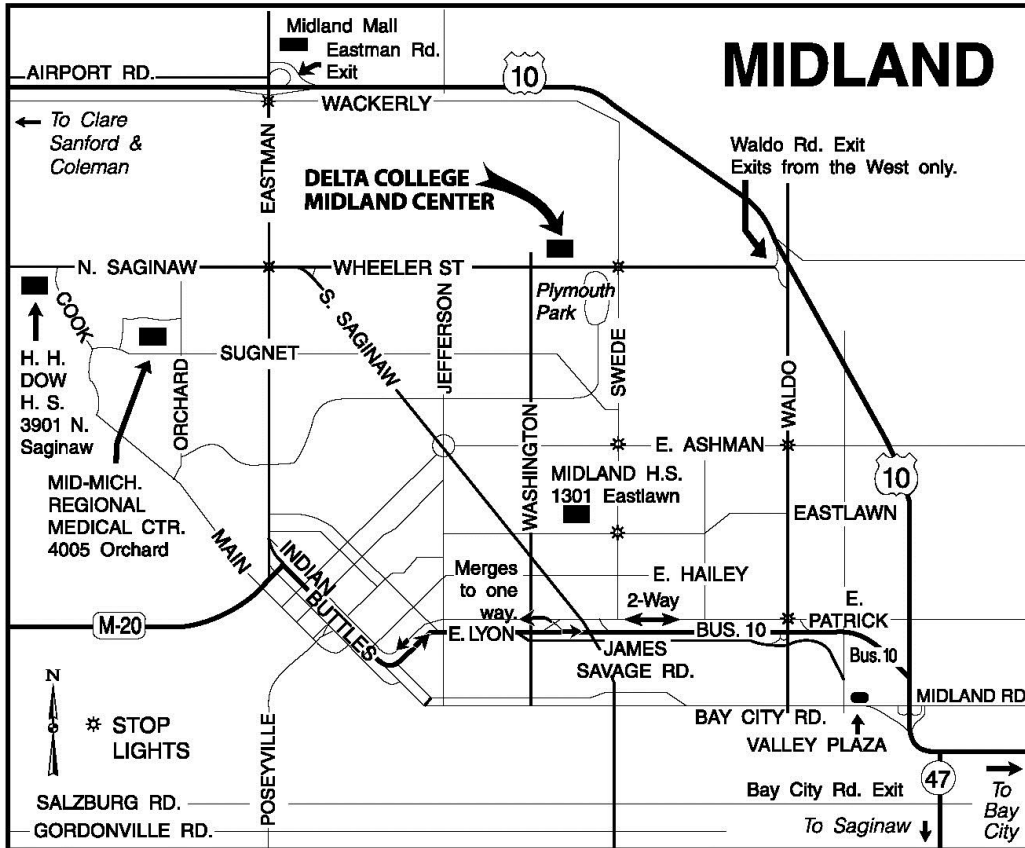
From US-10
 Exit south at Mackinaw Road exit onto Mackinaw Road.
 Travel south 2-1/4 miles, past the blinking light at Hotchkiss Road.
 College entrance is on the left.

Delta College is an Equal Opportunity Organization, committed to excellence through inclusiveness and diversity. 13-348 (12/14)



Delta College Midland Center

1025 East Wheeler Street • Midland, MI • 989-495-4010



Westbound US-10

Toward Midland: Exit left on "Downtown Midland" exit (US-10 business route). There is no westbound exit at Wheeler Street. Exit right onto Waldo Road exit. This ramp exits onto East Patrick Road. Turn left.

Continue two blocks on East Patrick Road to Swede Road. Turn right. Follow Swede Road to Wheeler Street (approx. 2 miles, north). Turn left (approx. 3/4 mile). The **Delta College Midland Center** is on the right.

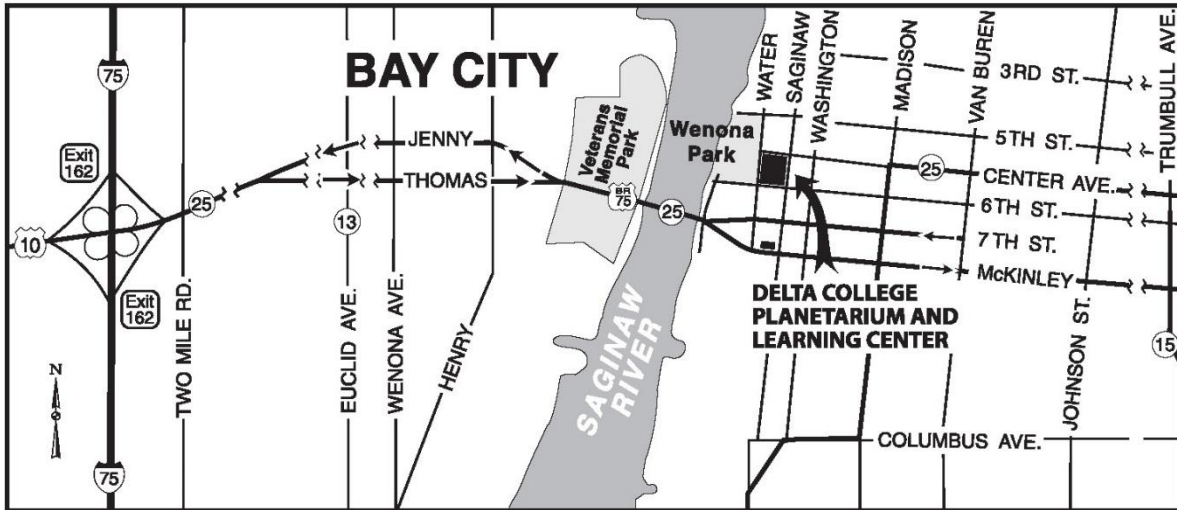
Eastbound US-10

Exit to Wheeler Street via Waldo Road exit.

Delta College is a Tobacco/Smoke Free Campus



Delta College Planetarium & Learning Center
100 Center Avenue • Bay City, MI • 989-667-2260



FROM I-75 (NORTH AND SOUTH)

Take exit 162 to downtown Bay City/M-25.

Continue on one-way Thomas Street.

Cross over river at first stop light.

Turn left at stop light onto Saginaw Street, and go two blocks to 6th Street.

Cars: Turn left onto 6th Street to enter Delta parking lot.

Busses: Turn left onto 6th Street, turn right onto Water Street, and park at Planetarium entrance.

FROM US-10 (AUBURN/MIDLAND AREAS)

US-10 crosses over I-75 and becomes M-25 into Bay City.

Continue on one-way Thomas Street.

Cross over river at first stop light.

Turn left at stop light onto Saginaw Street, and go two blocks to 6th Street.

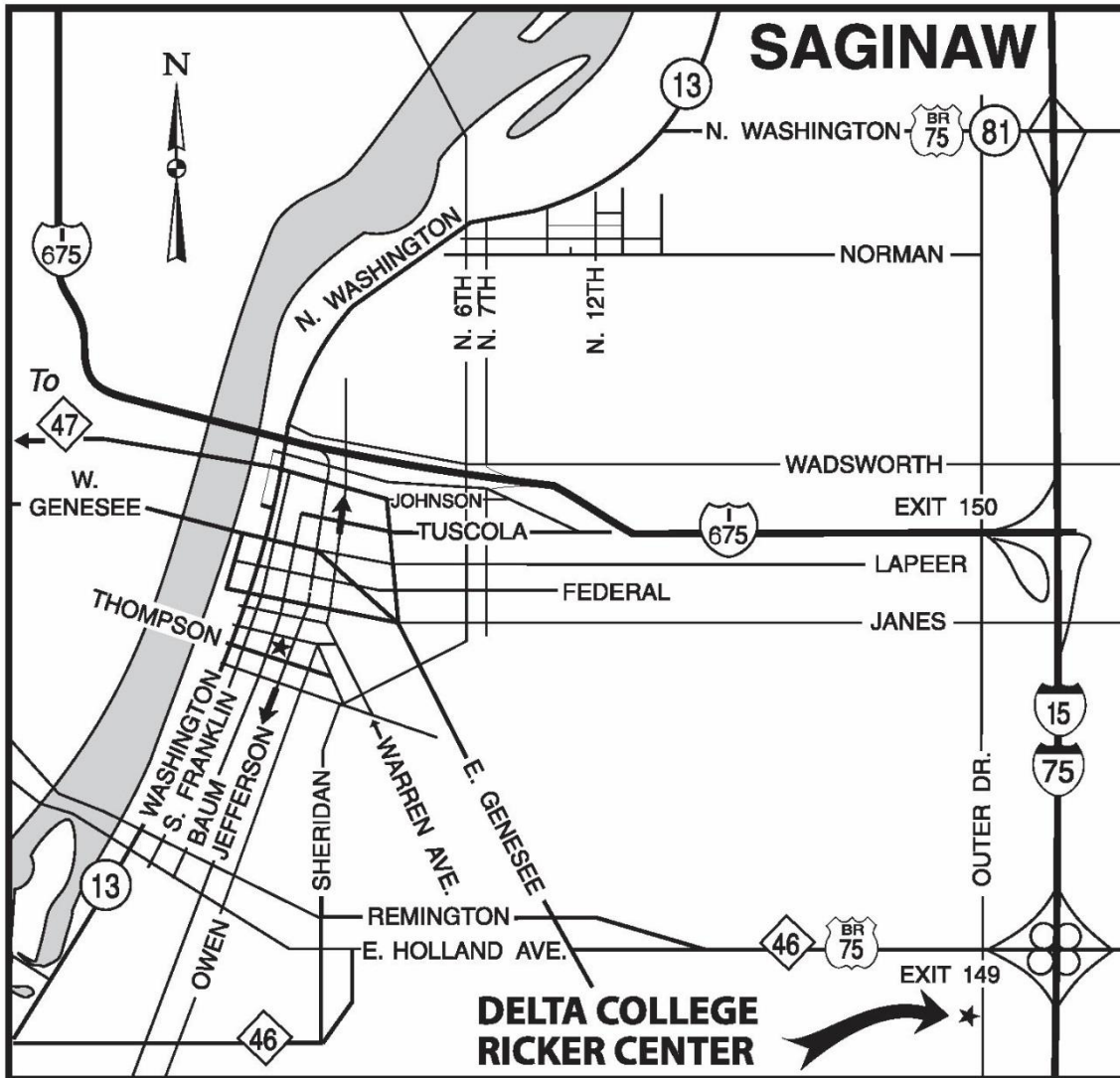
Cars: Turn left onto 6th Street to enter Delta parking lot.

Busses: Turn left onto 6th Street, turn right onto Water Street, and park at Planetarium entrance.

Delta College is a Tobacco/Smoke Free Campus



Delta College Ricker Center
 1925 South Outer Drive • Saginaw, MI • 989-752-7500



Delta College is a Tobacco/Smoke Free Campus