



Delta College **Strategic Plan and Budget 2025–2026**

Delta College

FY 2025-2026

Strategic Planning & Budget

University Center, Michigan

Delta College is one of twenty-eight community colleges in the state of Michigan. It is ranked 9th largest in the State with a Fiscal Year Equivalent Student (FYES) count of 5,023 as reported to the State for the year ending June 30, 2024. The College is projecting to produce approximately 194,000 contact hours for the 2024-2025 fiscal year. In terms of unduplicated student head count, Delta ranked 10th highest in the State. On June 30, 2024, as reported to the State, the College's staff includes approximately 441 full-time employees, 174 of which were full-time faculty.

Delta is a comprehensive community college, which offers transfer curriculum, occupational and workforce training, and a variety of other community services. The College offers certificate and associate degrees in a wide range of program areas.

Delta College is a charter member of the League for Innovation in the Community College, and recently had its status as a leader in the organization recently reaffirmed. When an institution changes leadership and hires a new president, it must go through a reaffirmation process to remain on the board. In March 2023, the League Board voted to affirm Delta College as a leader in the national efforts of community colleges.

The College's district is located in the Great Lakes Bay Region, encompassing the counties of Bay, Midland and Saginaw in Michigan. The 640-acre, 958,000 square foot main campus facility is located in rural Bay County about equidistant from each of the major cities. In addition to the main campus facility, the College operates three Centers within the district – one in each of the taxing counties. Delta College also owns an on-premises Farmhouse and the Gilford Township Digital Broadcasting Tower

The **Downtown Bay City Center** opened in February of 1997. 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.

The 33,000 square foot **Downtown Midland Center** opened in Fall of 2021 replacing the Wheeler Street location in the City of Midland. Delta College was able to secure \$9.15 million in private sector donations to apply to the cost, with the remaining dollars provided through Delta College's accumulated Plant Fund reserves. Total project costs were \$13 million. The Downtown Midland Center focuses on STEM (Science, Technology, Engineering and Math) tracks and courses focused on health career exploration, which joined a strong certified nursing assistant program already in place. Introducing students to healthcare and STEM jobs will put them in touch with high demand careers. In addition, this facility allows for expanded college readiness activities and programs.

The 37,000 square foot **Downtown Saginaw Center** opened in Fall of 2019 replacing the leased Ricker Center in Buena Vista Township. This \$12,685,600 project was constructed through the State of Michigan Capital Outlay process with the State Building Authority and Delta College funding \$6,342,800 equally. The Downtown Saginaw Center functions as a Community Outreach Center that extends the College into the urban environment and engaging the significant under-served and under-represented population, as well as a Transfer Center with a focus on general education or core courses that prepare students, including dual enrolled high school students, for transfer to a four-year college or university.



Delta College Board of Trustees

Bay County: Barbara M. Handley-Miller, Diane M. Middleton, '88, Michael D. Rowley, '90

Midland County: Stacey L. Gannon, '20 (Chair), Michael P. Nash, '14, Wm. Michael Wood

Saginaw County: Arshen R. Baldwin (Vice Chair), Alexander S. Clark, III, Alexis S. Thomas

President: Dr. Michael Gavin

Equal Opportunity Statement

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 Officer, Delta College, Office J101, 1961 Delta Rd., University Center, MI 48710, telephone 989-686-9247, or email equityoffice@delta.edu.

Table of Contents

President’s Letter and Budget Planning and Resource Allocation Decisions.....	6
Budget Cabinet Membership	10
Delta College Strategic Plan	13
Strategic Planning at Delta College	14
Creating our 2023-2027 Strategic Plan	14
Delta College Mission, Vision, and Values	15
Strategic Plan Pillars.....	16
Strategic Initiatives and Action Projects	17
Key Performance Indicators.....	20
Strategic Planning Process	21
Additional Institutional Strategic Planning Initiatives.....	22
Budget Planning Process.....	23
Procedures for Budget Amendment	24
All Funds	
Budget Summary	27
Five-Year History.....	28
General Fund	
Overview	31
Organizational Chart	32
Budget Summary	34
Five-Year History.....	35
Budget Comparison	36
Revenue Detail.....	37
Contact Hour History	43
Contact Hour Budget 2025-2026	44
Expenditure Detail	47
Cost Center Detail	53
Fringe Benefits	60
Summary of Budgeted General Fund Personnel	61
Designated Fund	65
Restricted Fund	73
Auxiliary Fund	83
Plant Fund	89
Endowment Fund.....	99
Glossary.....	105
Fiscal Policies	111

President's Letter and Delta College Budget Planning and Resource Allocation Decisions

Dear Colleagues and Constituents:

Budget Process 2025-2026

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, ensuring alignment with strategic initiatives. This model undergoes review and discussion with the President, President's Cabinet, Executive Council, and the Budget Cabinet beginning in mid-fall. Throughout the year, budget model assumptions are reassessed and updated as new information emerges. The budget model is structured to align with the current Strategic Plan. Dr. Mike Gavin, the College President, has led the development of the next institutional Strategic Plan. The 2023-2027 Strategic Plan, approved by the Board of Trustees on March 7, 2023, emphasizes equity and student completion.

This model primarily supports the General Fund, the College's largest budget fund, covering the majority of employee compensation. The model is instrumental in salary negotiations, offering immediate insights into financial impacts. It incorporates revenue variables such as state appropriations, property taxes, tuition (based on contact hours and rates), fees, and other revenues. Expense variables include salaries, fringe benefits, supplies, services, capital expenditures, and professional development. Given that salaries and benefits constitute approximately 77% of the General Fund Budget, these expenses are further subdivided into categories such as full-time faculty, part-time faculty, administrative professional staff, support staff, and maintenance staff. Fringe benefits include payroll taxes, retirement contributions (MPSERS and ORP), medical insurance, and other benefits.

Enrollment Projections

Over the past few years, Delta College has observed a positive trend in contact hours, driven by both new student enrollments, improved retention rates and removing waitlist barriers. Strategic initiatives focused on student success, academic program management, and enhanced student support services have contributed to this growth.

One of the most significant factors influencing this increase has been the strengthening of Delta College's partnerships with K-12 districts. Dual enrollment programs have continued to expand, allowing high school students to earn college credits while still in high school. This expansion has led to a steady rise in contact hours attributed to dual enrollment students. As a result, our engagement with local school districts has deepened, providing students with a more seamless transition from high school to college.

For 2024-2025, contact hours are projected at approximately 192,000, a 10.3% increase over the budgeted 174,000 hours. The College has focused on improving student retention through academic program management and a restructured Student and Educational Services (SES) Division. The SES model provides personalized advising, career development, and targeted support for students, including those from historically underserved groups. Given this progress, a budget enrollment target of 185,000 contact hours has been set for 2025-2026, reflecting a cautiously optimistic outlook but building upon the sustained growth from previous years.

State Aid

The 2025-2026 budget assumes a 3.5% increase in State Appropriations based on 2024-2025 actuals. However, legislative proposals vary, with potential operational funding increases ranging from 3.0% to 4.0%. Additionally, the Senate has proposed best practices funding. At this time the House has not proposed their budget. The May CREC conference showed that the general fund and State aid was roughly down by \$136 million for the 2024-2025 fiscal year.

Tuition and Fees

Delta College remains committed to affordability, maintaining in-district tuition rates below the state average. For 2025-2026, tuition is set at \$136 per contact hour for in-district students, a \$3.00 increase per hour. Out-of-district and out-of-state tuition rates have both increased by \$5.00. The technology and registration fees remain unchanged at \$25 per contact hour and \$40 per semester. These adjustments contribute an estimated revenue increase of \$2.5 million (8.27%) based on the budget of 185,000 contact hours.

Compensation and Benefits

Total compensation—including salaries, wages, payroll taxes, and benefits—constitutes 77% of the General Fund expenditures. The 2025-2026 budget allocates \$65.2 million for compensation, reflecting a \$3.5 million net increase due to wage adjustments, staffing changes, and benefit cost fluctuations.

The Delta College Faculty Association (DCFA) and AFSCME agreements remain in place through June 30, 2025. The AFSCME union has agreed to a 3-year contract extending to June 2028. Administrative Professionals (AP) and Support Staff employees are appointed annually by the President and Board. They will receive a 3% salary increase per Board approval. Retirement contributions remain a significant expense, with the College budgeting a blended retirement rate of 25.09% across MPSERS and ORP plans. The college has increased their ORP contribution from 10.0% to 12.5% for AP staff. Payroll taxes and benefits account for an additional 26% of wages. At this time the DCFA Faculty and the College has not come to an agreement.

Medical insurance is managed through a self-funded Blue Cross Blue Shield PPO plan, complemented by a High-Deductible Health Plan (HDHP) with Health Savings Account (HSA) options. Employee contributions remain at 20% of premium costs, and the plan continues to comply with Public Act 152 cost limitations.

Facilities and Equipment Replacements

Facility maintenance and equipment replacement are important priorities for the College, and we allocate \$2.5 million annually for Asset Lifecycle Replacement/Depreciation. In 2024-2025 that amount was increased to \$3.0 million. The current appraised replacement value for the College buildings and contents is \$418 million. A simple 30-year lifecycle replacement for the entire value would require an annual reservation of \$13.96 million.

Moreover, any excess revenues over expenditures, beyond those needed to maintain a 10% General Fund Reserve Balance, were traditionally transferred to the Plant Fund at the end of each fiscal year. However, starting from 2017-2018, a portion of any excess is now allocated to the Designated Fund for the Reserve for Budget Sustainability and Reserve for Strategic Initiatives as the college sees fit. This change is aimed at providing for unexpected contingencies, revenue shortfalls, emergencies, strategic initiatives, and long-term sustainability.

Fiscal Policies and Long-term Sustainability

Delta College maintains a long-standing commitment to financial stability through the following policies:

1. **10% Fund Balance Policy:** The College targets a General Fund reserve of at least 10% of operating expenditures, with an estimated balance of 10.5% for 2025-2026.
2. **Reserve for Budget Sustainability:** This fund captures one-time savings for contingencies, ensuring financial resilience.
3. **Debt Avoidance Strategy:** The College transfers excess funds to the Plant Fund, reducing reliance on borrowing for capital projects.

In addition to the \$3.0 million dollars already budgeted annually for asset life cycle replacement, we will be allocating an additional \$15,000 each year towards saving for the future replacement of our public safety vehicles, which started back in 2023-2024 budget.

Overall, the total General Fund budgeted expenditures for the 2025-2026 period are \$84.5 million, representing an increase of \$4.2 million or 5.2% over the current budget.

Reflections from the President

Delta College remains dedicated to academic excellence and community service. Under the leadership of the Board of Trustees, supported by engaged faculty and staff, the institution continues its mission to lead in innovative community college education. The budget aligns with strategic goals, ensuring sustainability while advancing student success initiatives. Delta College is committed to fostering equity and educational access, securing its position as a regional and national leader in higher education.

Sincerely,

Dr. Michael Gavin
President

Delta College Budget Planning and Resource Allocation Decisions

Sources of New Revenue and Savings

Description		Amount	Cost Center
Reduction of \$250 Enrollment Incentive Payment	\$	124,000	6723
Reduction Website Design Project		147,900	5622
Reduction of New Mascot		50,000	5622
Reduction of Mongoose Compliance Management		3,500	5626
Total New Revenue and Savings	\$	325,400	

The items listed above all align with one or more of the Delta College Strategic Plan Pillars. The four strategic pillars establish the foundation for the initiatives and action projects that are part of the Delta College Strategic Plan.

Delta College Budget Planning and Resource Allocation Decisions

New and On-Going Strategic and Operational Funding

Description	Amount	Cost Center
Technology Fee per Credit Hour Based on Enrollment-Savings to Plant Fund for Technology Infrastructure and Projects	\$ 33,000	4599
Bank Fee's and Bad Debt	200,000	6772
Economic Impact Study	20,000	5622
Net Employee Compensation Increases Due to Retirements, Contact Agreements, Salary Replacement Differentials, and Benefit Adjustments	3,887,349	Various
Percentage Reduced in Perkins	60,110	Various
Mongoose Cadence Contract	20,678	5626
Academics Support	14,000	4508
D2L Contract Increase	14,329	4515
IT Cybersecurity and Subscriptions	59,000	6745
Ellucian Managed Services	41,000	4523
Business and Grant Writer	113,160	6760
Motimatic	52,800	5610
Library Technology Subscriptions	4,676	4533
Total New and On-Going Strategic Operational Funding	\$ 4,520,120	
Net Increase of Savings and New and On-Going Strategic Operational Funding	\$ 4,194,720	

The items listed above all align with one or more of the Delta College Strategic Plan Pillars. This does not represent all the added items in the budget. The four strategic pillars establish the foundation for the initiatives and action projects that are part of the Delta College Strategic Plan.

Delta College Budget Cabinet 2024-2025

Talisa Brown	Admin Services and Strategic Projects Manager
Pam Clark	Executive Director of Institutional Advancement
Angela Cramer.....	Controller
Chris DeEulis.....	Director of Belonging, Diversity, Equity, and Inclusion
Jill Delaney	Administrative Office Professional – Arts and Letters Division/Chair of SSEC 2025
Jon Foco	VP of Business and Finance
Stacey Gannon	Board of Trustees Representative
David Hopkins	Dean of Transfer Programs and Online Learning
Tom Kienbaum	Representative of Facilities Maintenance Union
Elena Lazzari.....	CIBE Advisory Board Co-Chair
Greg Luczak	Director of Business Services
Eric Merkle	Financial Aid Advisor/Chair of ECAPS 2025
Jill Mulders	Assistant Controller
Kristy Nelson	Director of Downtown Centers
James Perry	Dean of Enrollment and Access Student and Educational Services
Ski VanderLaan.....	Professor of Accounting/President of Delta College Faculty Association

Strategic Planning

Notes

Delta College Strategic Plan 2023-2027

Year 3



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 projects that improve the College's programs and services. Action projects are measurable and support Delta College's commitment to be a high-performing educational institution with a focus on improving completion and equity.

Creating our 2023-2027 Strategic Plan

Through an inclusive process that began with a Board Special Meeting in February 2022, the College Community came together to create the 2023-2027 Strategic Plan.

To begin the process, the College engaged 180 employees in focus groups. Through the focus group process, faculty and staff described Delta College as if it was a village helping people flourish. The data from the focus groups was analyzed and formed the basis for a Mission, Vision, and Values (MVV) Summit.

Nearly 200 community members, faculty, staff, students, and trustees participated in the MVV Summit on October 14. The Summit facilitators began by sharing the qualitative information that we learned from the Fall Learning Days Focus Groups.

Throughout the Summit, participants engaged in groups discussions around values and each participant voted on values in two rounds.

Each group also submitted a worksheet describing the most important value to them and why. In addition to working on values, Summit participants engaged in a review of the mission and vision. Half of the participants worked on reviewing and revising the College's vision while the other half worked on the mission.

At the conclusion of the MVV Summit, our facilitators collected all data from the morning. They carefully analyzed and summarized the feedback that was submitted by our community members, faculty, staff, students, and trustees. The information was provided to our MVV Writing Team (comprised of a cross-functional team of faculty and staff).

The MVV Writing Team worked collaboratively with the President's Cabinet to create a draft MVV for employee review and comment. The goal of the team was to create mission, vision, and values statements that are efficient, effective, and compelling. Throughout the process, the team asked themselves, "have we captured the spirit of the feedback from our employees, students, and community members?"

The drafts of the MVV statements were shared via a feedback survey on November 9. Responses to the survey were positive overall. There were 119 respondents. More than 70% agreed with the drafts of the Mission and Vision as written. More than 84% agreed with the draft of the Values as written. The remainder of respondents provided very thoughtful feedback. The MVV Writing Team considered the feedback and incorporated it, as appropriate, into the draft statements.

On December 13, 2022, the Mission, Vision, and Values were approved by the Board of Trustees.

Using the Mission, Vision, and Values as a foundation, the President's Cabinet worked collaboratively to draft the strategic plan pillars, initiatives, and actions projects that comprise the 2023-2027 Delta College Strategic Plan.

The Board approved the Strategic Plan on March 7, 2023.

Delta College Mission, Vision, and Values

The mission, vision, and values are the guiding principles for the College and form the foundation of the strategic plan. The Delta College Board of Trustees approved the mission, vision, and values on December 13, 2022.

Mission

Delta College collaborates to deliver and sustain an enriching education that empowers our diverse and inclusive community to achieve their personal, professional, and academic goals.

Vision

We are the national leader in innovative community college education.

Values (S.T.R.I.V.E.)

Delta College strives to create an atmosphere of belonging in which a diverse community can experience equitable opportunities to pursue success. From a foundation of trust, inclusion, and respect, we achieve excellence by embracing the values of:

- **Service:** We respond to the needs of others.
- **Teamwork:** We accomplish more together.
- **Respect:** We honor human dignity.
- **Innovation:** We inspire creativity.
- **Veracity:** We value honesty and authenticity.
- **Excellence:** We encourage outstanding achievement.

Strategic Plan Pillars

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

Student Engagement, Retention, and Completion

Centering the College as a place where all students belong and as a place for transformation.

People Focus

Focusing on growth, holistic well-being, and empowering our employees.

Community-Centered

Collaborating with others to understand and respond to community needs, educate residents about local issues, and work to improve citizens lives.

Social Impact

Establishing the institution as an instrument of positive social change.



Strategic Initiatives and Action Projects

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 pillars.

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.

Delta College will be the model for all community colleges seeking to support students' needs as they complete workforce programs that lead to life-sustaining wages or transfer as juniors or seniors, with zero equity gaps.

How we will get there:

Student Engagement, Retention, and Completion

Centering the College as a place where all students belong and as a place for transformation.

- 1.1. Strengthen the College's retention and completion rates through effective connection and belonging efforts.

Action Project: Create focused, deliberate experiences for student connection and belonging in-and-out of the classroom with a focus on the top 10 programs and top 30 courses.

Champion (oversight): Reva Curry and Shelly Raube

Coordination/Resources: Faculty Center for Teaching Excellence Coordinator(s), Associate Deans, Library Learning Information Center (LLIC), Retention Services, and Endowed Teaching Chair Funds

- 1.2. Reduce the length of time to student degree completion through innovation, challenging traditional modes of measuring credit and effective course scheduling.

Action Project: Ensure that the academic course schedule supports completion through effective course scheduling including consistent online and spring/summer schedule options with a focus on the top 10 programs and top 30 courses.

Champion (oversight): Dean of Occupational Programs and Workforce Strategies

Coordination/Resources: Associate Deans and Kristy Nelson

- 1.3. Increase access and understanding of the value of a college degree for adults and first-generation students, by making swift efforts to demystify and simplify college processes and systems.

Action Project: Create department level projects in both Student and Educational Services and Marketing to simplify college process and systems and increase student understanding of the value of a credential through the unit review process.

Champion (oversight): Leanne Govitz and Shelly Raube

Coordination/Resources: Student and Educational Services and Marketing Unit Managers



People Focus

Focusing on growth, holistic well-being, and empowering our employees.

- 2.1. Develop and implement an ongoing, systemic approach to employee belonging, wellness, and connection.

Action Project: Strengthen the employee wellness program with a goal of increasing employee retention and well-being.

Champions (oversight): Andrea Ursuy and Wendy Childs

Coordination/Resources: Shannon Mehl and Health and Wellness Faculty

- 2.2. Provide employees with relevant data to innovate, collaborate, and grow professionally in support of our student engagement, retention, and completion goals.

Action Project: Create interactive employee learning experiences to engage employees in data available through Tableau.

Champions (oversight): Andrea Ursuy and Tyler Shea

Coordination/Resources: Center for Organizational Success, Associate Deans, Coordinators, and Student and Educational Services Managers



Community-Centered

Collaborating with others to understand and respond to community needs, educate residents about local issues, and work to improve citizens lives.

- 3.1. Build a strong “college-going” culture in order to support regional employment opportunities, thus improving all residents’ economic status by reducing all levels of poverty.

Action Project: Develop coordinated efforts to connect with 1) rural Saginaw, Bay, and Midland residents, especially males; 2) areas of Bay City and Saginaw City, including adult and K-12 students to bring them to our campuses.

Champions (oversight): Pam Clark

Coordination/Resources: Foundation Office and Admissions

- 3.2. Work to address barriers outside of the classroom that students face, such as mental health, housing, and food insecurity.

Action Project: Create partnerships with local non-profit organizations to support student needs outside of the classroom with a goal of eliminating barriers.

Champions (oversight): Mike Gavin and Shelly Raube

Coordination/Resources: Karry Kiste-Toner



- 3.3. Strengthen our work with K-12 and postsecondary partners to ensure a seamless transfer of all credits upon graduation, and with workforce industries to ensure access to well-paying jobs upon completion.

Action Project 3.3-1: Assess and revise postsecondary articulation agreements, as necessary, to ensure seamless transfer after a student completes their degree at Delta College.

Champions (oversight): David Hopkins and Emily Clement

Coordination/Resources: Associate Deans

Action Project 3.3-2: Enhance relationships with industry to develop new programs and revise current ones to ensure accelerated access to a living-wage job.

Champions (oversight): Mike Gavin and Dean of Occupational Programs and Workforce Strategies

Coordination/Resources: Walaa Award, Sue Roche, and Jennifer DuFresne

Social Impact

Establishing the institution as an instrument of positive social change.

- 4.1. Build Delta College's reputation as a regional leader in bringing people together to understand the value of education, to explore complex issues we face as a community, and to strengthen each resident's belief in our democracy.

Action Project: Utilize College platforms to educate the community about the role of education in imagining and creating a better life.

Champions (oversight): Pam Clark

Coordination/Resources: Public Media

- 4.2. Ensure the long-term viability of the College, by recognizing that all students and residents deserve a system of strong social justice to overcome poverty and other social hurdles during their journey through higher education.

Action Project: Provide learning opportunities to educate the region about the value of higher education and the community college.

Champions (oversight): Chris DeEulis

Coordination/Resources: President's Speaker Series



Key Performance Indicators

The key performance indicators represent the levels of performance to be achieved by the conclusion of the 2023-2027 strategic plan.

I. Enrollment

Target: Increase student contact hour enrollment by an average of 0.7% annually with a goal of increasing student contact hour enrollment by at least 2.2% at conclusion of the plan.

II. Student Success

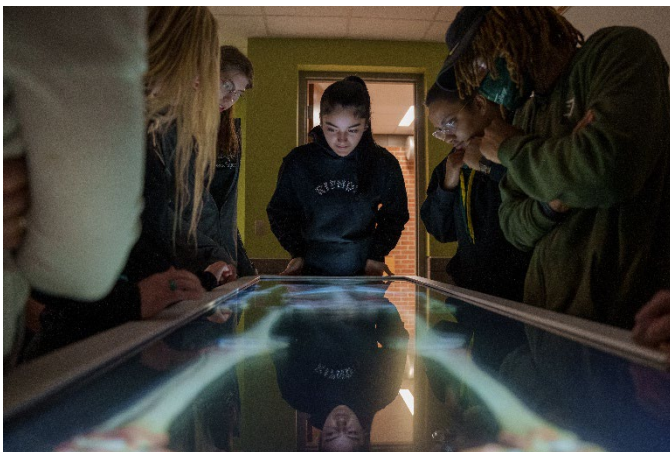
Target: Increase average student success rate by an average of 0.9% annually with a goal of increasing average student success by at least 2.7% at conclusion of the plan.

III. Retention

Target: Increase Fall to Fall student retention by an average of 1.3% annually with a goal of increasing student retention by at least 3.8% at conclusion of the plan.

IV. Completion

Target: Increase IPEDS student completion rate by an average of 3.8% annually with a goal of increasing IPEDS student completion rate by at least 11.9% at conclusion of the plan.



Strategic Planning Process



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 2024-25 the college submitted for another Capital Project for a Student Resource Center Renovations A Wing.

Priority	Project	Amount
1	Business and Office Professions – K Wing Renovation and Addition (In Progress)	\$ 6,725,900
2	Student Resource Center Renovation – A Wing	\$ 21,600,000

A copy of the Capital Outlay Plan can be accessed by going to Delta College’s public website.
<https://www.delta.edu/transparency/capital-outlay-plan/2026-capital-outlay-plan.html>

Facilities planning has also identified a maintenance schedule for major items in excess of \$3 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.

Budget Planning Process

Month	Action
August / September	Prepare budget planning materials.
September	Review strategic initiatives and develop a tentative set of planning and budget assumptions to create a preliminary budget model. President appoints Budget Cabinet members.
October	President's Cabinet reviews the preliminary budget model, prior year financial outcomes, enrollment trends, and the outcome of the annual audit; reviews any legislative and strategic plan updates and provide input which guides the budget development process. Begin to schedule Budget Cabinet meetings and agendas.
November through February	Preliminary budget model is presented to Executive Council and budget group leaders. Budget groups develop budget requests in alignment with the College's strategic planning priorities and identified operational needs. The Strategic Plan is reviewed with the Budget Cabinet and the budget model is introduced.
February / March	The Budget Cabinet makes a recommendation on tuition and fees to the President. The recommendation is presented to the Board for approval.
April	President's Cabinet, Executive Council and Strategic Planning Champions review budget requests, develop priorities based on the College and cross functional strategic priorities, and recommends priorities to the President Cabinet. The budget model incorporates the approved budget requests. The Board accepts estimate of taxes and appropriations for next fiscal year.
April / May	President's Cabinet develops final preliminary budget plan and review updated long range forecast model.
May	Presentation and discussion of preliminary budget may be presented with a long-range forecast with the Board of Trustees (depending on the information that is available).
June	Presentation of the proposed Budget to the Board and approval by the Board no later than June 30.

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 sending a memo to the College 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 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

Notes

Delta College Budget – All Funds

Fiscal Year 2025-2026

	General	Designated	Restricted	Auxiliary	Plant	Total
Revenues						
Tuition and Fees	\$ 33,734,450	\$ 537,240	\$ -	\$ -	\$ -	\$ 34,271,690
State Appropriations	19,534,584	-	-	-	2,423,195	21,957,779
Property Taxes	29,617,412	-	-	-	-	29,617,412
Grants and Gifts	-	2,679,628	21,272,728	-	10,000	23,962,356
Auxiliary Services	-	-	-	5,125,750	-	5,125,750
Investment Income	1,500,000	-	958,600	-	1,600,000	4,058,600
Other Sources	<u>641,472</u>	<u>976,907</u>	<u>536,345</u>	<u>-</u>	<u>3,640,000</u>	<u>5,794,724</u>
Total Revenues	<u>85,027,918</u>	<u>4,193,775</u>	<u>22,767,673</u>	<u>5,125,750</u>	<u>7,673,195</u>	<u>124,788,311</u>
Expenditures						
Instruction	38,911,409	3,204,290	1,708,111	-	-	43,823,810
Instructional Support	<u>7,402,024</u>	<u>330,624</u>	<u>900,339</u>	<u>-</u>	<u>-</u>	<u>8,632,987</u>
	46,313,433	3,534,914	2,608,450	-	-	52,456,797
Public Service	1,353,821	9,500	2,873,521	-	-	4,236,842
Information Technology	4,636,218	-	-	-	300,000	4,936,218
Student Services	10,575,169	170,385	16,243,563	5,268,816	-	32,257,933
Institutional Administration	10,427,174	897,249	-	-	-	11,324,423
Facilities Management	<u>11,231,330</u>	<u>-</u>	<u>816,124</u>	<u>-</u>	<u>11,662,983</u>	<u>23,710,437</u>
Total Expenditures	<u>84,537,145</u>	<u>4,612,048</u>	<u>22,541,658</u>	<u>5,268,816</u>	<u>11,962,983</u>	<u>128,922,650</u>
Revenues Over/(Under) Expenditures	490,773	(418,273)	226,015	(143,066)	(4,289,788)	(4,134,339)
Projected Fund Balance June 30, 2025	<u>8,551,572</u>	<u>31,587,313</u>	<u>9,467,956</u>	<u>6,858,032</u>	<u>60,700,728</u>	<u>117,165,601</u>
Projected Fund Balance June 30, 2026	<u>\$ 9,042,345</u>	<u>\$ 31,169,040</u>	<u>\$ 9,693,971</u>	<u>\$ 6,714,966</u>	<u>\$ 56,410,940</u>	<u>\$113,031,262</u>

Note:

1. This summary depicts all funds of the College as budgeted and explained in detail in the following sections.
2. 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.
3. Other Sources Revenue includes both transfers in and (out).

Delta College All Funds

Five Year Actual History

	Actual 2020-2021	Actual 2021-2022	Actual 2022-2023	Actual 2023-2024	Projected 2024-2025
Revenues					
Tuition and Fees	\$ 26,951,755	\$ 26,871,941	\$ 28,390,912	\$ 31,148,976	\$ 35,564,267
State Appropriations	20,779,510	20,067,797	20,793,958	22,127,310	23,868,648
Property Taxes	23,420,558	23,915,994	25,170,166	26,481,887	28,318,196
Grants and Gifts	35,768,062	36,822,811	24,618,227	21,569,004	24,344,325
Auxiliary Services	3,225,515	4,088,463	4,786,670	5,012,954	5,039,236
Investment Income	1,182,366	447,531	1,701,542	4,262,501	5,164,122
Other Sources	<u>14,630,448</u>	<u>14,144,499</u>	<u>10,544,592</u>	<u>12,508,262</u>	<u>13,360,176</u>
Total Revenues	<u>125,958,214</u>	<u>126,359,036</u>	<u>116,006,067</u>	<u>123,110,894</u>	<u>135,658,970</u>
Expenditures					
Instruction	34,804,046	34,677,271	36,445,939	38,601,455	40,215,988
Instructional Support	<u>6,582,884</u>	<u>7,527,289</u>	<u>7,531,893</u>	<u>6,889,841</u>	<u>8,482,695</u>
	41,386,930	42,204,560	43,977,832	45,491,296	48,698,683
Public Service	2,611,578	2,926,483	3,182,315	3,383,129	3,466,251
Information Technology	3,862,291	4,028,779	4,668,858	4,587,564	5,359,419
Student Services	29,109,646	34,193,063	28,222,734	30,661,957	32,599,862
Institutional Administration	13,836,113	11,715,496	10,188,372	9,032,437	10,650,834
Facilities Management	<u>24,648,908</u>	<u>23,174,299</u>	<u>21,871,094</u>	<u>22,638,698</u>	<u>24,086,328</u>
Total Expenditures	<u>115,455,466</u>	<u>118,242,680</u>	<u>112,111,205</u>	<u>115,795,081</u>	<u>124,861,377</u>
Revenues Over/(Under) Expenditures	10,502,748	8,116,356	3,894,862	7,315,813	10,797,593
Beginning Fund Balance	<u>63,608,228</u>	<u>80,907,024</u>	<u>89,023,380</u>	<u>92,918,242</u>	<u>100,234,055</u>
Ending Fund Balance	<u>\$ 74,110,976</u>	<u>\$ 89,023,380</u>	<u>\$ 92,918,242</u>	<u>\$ 100,234,055</u>	<u>\$ 111,031,648</u>

General Fund

Notes

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 Michigan Community College Activities Classification Structure (ACS) is a set of categories and related definitions, which allows users to examine the operation of an institution as they relate to the accomplishment of that institution's objectives. It is a logical framework that categories information by activity classification.

Financial reporting by Community Colleges was originally uploaded through the Databook. The Databook contained data tables, reports and information about Michigan Community Colleges. The data reported was referred to as "ASC Data Books and Tables." Starting in 2017-2018, MI School Data began to host the reporting process through the Center of Educational Performance and Information (CEPI). The reporting application is the Michigan Postsecondary Data Inventory (MPDI) which contains modules to collect data that offers a historical record of financial events and instructional activity. The MPDI application collects not only financial information, but also several key enrollment and operational activity measures.

The fundamental purpose of collecting this information is to provide consistent and comparative reporting of the various activity measures among all Michigan community colleges. In addition, the Michigan Legislature uses the 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 both 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 17-19.

Delta College Organizational Chart

- Community
 - Board of Trustees
 - President
 - Title IX Coordinator
 - Council on Innovation, Belonging and Equity (CIBE)
 - Director of BEDI
 - Coordinator of Veteran Services
 - Career Technical Education (CTE), Special Populations Engagement and Success Coordinator
 - Possible Dream Coordinator
 - Coordinator of Campus Life and Student Engagement
 - Vice President of Instruction and Learning Services
 - Dean of Transfer Programs and Online Learning
 - Arts and Letters Associate Dean
 - Full-Time and Adjunct Faculty: Arts and Letters Division
 - Science and Mathematics Associate Dean
 - Full-Time and Adjunct Faculty: Science and Mathematics Division
 - Social Sciences Associate Dean
 - Full-Time and Adjunct Faculty: Social Sciences Division
 - Associate Director of Transfer Partnerships
 - eLearning
 - Instructional Support Services
 - Dean of Occupational Programs and Workforce Strategies
 - Business and Technology Associate Dean
 - Full-Time and Adjunct Faculty: Business and Technology Division
 - Health and Wellness Associate Dean
 - Full-Time and Adjunct Faculty: Health and Wellness Division
 - Director of Workforce Strategies
 - Academic Business Manager
 - LLIC (TLC, Library and Testing Center)
 - Vice President of Student Empowerment and Success
 - Dean of Enrollment and Access
 - Associate Dean of Enrollment Management
 - Director of Admissions, Dual Enrollment and Secondary Articulations
 - Admissions Technologist/Communications Coordinator
 - Registrar
 - Associate Registrar
 - Technologist
 - Director of Financial Aid
 - Assistant Director of Financial Aid
 - Technologist/Communication Coordinator
 - Dean of Student Success
 - Director of Athletics and Student Athlete Development
 - Student Success Technologist/Communication Coordinator
 - Associate Dean of Retention
 - Director of Advising
 - Disability Resource Manager
 - Counseling
 - Student Care Coordinator
 - Director of Centers and Regional Engagement
 - Manager of Downtown Midland
 - Assistant Director of Downtown Saginaw
 - Director of Educational Opportunity Center

- Vice President of Business & Finance
 - Controller
 - Budget and Finance
 - Payroll
 - Student Billing and Cashier's Office
 - Director of Facilities Management
 - Facilities Operations Planning and Management
 - Sustainability and Risk Management
 - Capital Projects
 - Director of Business Services
 - Purchasing and Contract Administration
 - Auxiliary Operations
 - Information Technology Services
 - Director of Public Safety
 - Director of Police Academy/Law Enforcement Training
 - Information Technology Services
 - CIO
- Executive Director of Institutional Advancement
 - Director of Marketing and Public Information
 - Foundation Manager
 - General Manager of Public Broadcasting
 - TV and Radio Programming
 - Engineering and IT Support
 - Local Production
 - Public Broadcasting Fundraising
 - Planetarium
 - Legislative
 - Grants and Resource Development
- Executive Director of Administrative Services and Institutional Effectiveness
 - Director of Human Resources
 - Compensation Administration
 - Recruitment and Employment
 - Benefits Administration
 - Center for Organizational Success
 - Director of Institutional Research
 - Faculty Center for Teaching Excellence Coordinator(s)
 - FOIA/Legal Matters

Delta College General Fund Budget

Fiscal Year 2025-2026

Revenues

Tuition and Fees

Tuition	\$ 28,084,850	
Registration Fees	814,000	
Technology Fees	4,625,000	
Program Course Fees	<u>210,600</u>	
Total Tuition and Fees		\$ 33,734,450

State Appropriations

19,534,584

Property Taxes

Bay County	7,186,003	
Midland County	8,828,425	
Saginaw County	<u>13,602,984</u>	
Total Property Taxes		29,617,412

Fund Transfers

291,822

Investment Income

1,500,000

Other

349,650

Total Revenues

\$ 85,027,918

Expenditures by Activity

Instruction	\$ 38,911,409
Instructional Support	<u>7,402,024</u>

Total Instruction 46,313,433

Public Service	1,353,821
Information Technology	4,636,218
Student Services	10,575,169
Institutional Administration	10,427,174
Facilities Management	<u>11,231,330</u>

Total Expenditures

84,537,145

Revenues Over Expenditures

490,773

Beginning Fund Balance

8,551,572

Ending Fund Balance

\$ 9,042,345

Delta College General Fund

Five Year History

	Actual 2020-2021	Actual 2021-2022	Actual 2022-2023	Actual 2023-2024
Revenues				
Tuition and Fees	\$ 25,899,541	\$ 25,796,214	\$ 27,471,925	\$ 30,379,280
State Appropriations	19,174,383	20,067,797	19,782,665	21,770,586
Property Taxes	23,420,558	23,915,994	25,170,166	26,481,887
Auxiliary Service	250,000	250,000	250,000	-
Investment Income	74,677	(260,484)	1,344,190	2,564,250
Grants and Other	<u>3,214,571</u>	<u>2,383,629</u>	<u>916,990</u>	<u>607,594</u>
Total Revenues	<u>72,033,730</u>	<u>72,153,150</u>	<u>74,935,936</u>	<u>81,803,597</u>
Expenditures				
Instruction	30,179,698	30,535,848	32,605,433	34,802,772
Instructional Support	<u>5,712,209</u>	<u>6,029,111</u>	<u>6,444,727</u>	<u>6,433,643</u>
Total Instruction	35,891,907	36,564,959	39,050,160	41,236,415
Public Service	965,131	1,104,806	1,149,786	1,260,942
Information Technology	3,862,291	3,918,226	4,152,690	4,587,564
Student Services	6,413,900	7,203,616	7,564,371	8,622,378
Institutional Admin	12,178,696	9,895,185	8,098,812	7,882,583
Facilities Management	<u>12,634,336</u>	<u>13,320,257</u>	<u>14,712,595</u>	<u>17,708,309</u>
Total Expenditures	<u>71,946,261</u>	<u>72,007,049</u>	<u>74,728,414</u>	<u>81,298,191</u>
Revenues Over/(Under) Expenditures	87,469	146,101	207,522	505,406
Beginning Fund Balance	<u>7,165,630</u>	<u>7,253,099</u>	<u>7,399,200</u>	<u>7,606,722</u>
Ending Fund Balance	<u>\$ 7,253,099</u>	<u>\$ 7,399,200</u>	<u>\$ 7,606,722</u>	<u>\$ 8,112,128</u>
~State pass-through to MPSERS	<u>\$ 4,436,370</u>	<u>\$ 4,717,718</u>	<u>\$ 8,118,183</u>	<u>\$ 5,767,929</u>

~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.

Delta College General Fund

Budget Comparison

	Projected 2024-2025 Amount	Projected 2024-2025 % of Total	Budgeted 2025-2026 Amount	Budgeted 2025-2026 % of Total	% Change From Prior Year
Revenues					
Tuition and Fees	\$ 34,877,927	38.9%	\$ 33,734,450	39.7%	(3.3%)
State Appropriations	23,868,648	26.6%	19,534,584	22.9%	(18.2%)
Property Taxes	28,318,196	31.5%	29,617,412	34.8%	4.6%
Auxiliary Service ~	-	0.0%	-	0.0%	0.0%
Investment Income	2,100,000	2.3%	1,500,000	1.8%	(28.6%)
Grants and Other	<u>604,234</u>	<u>0.7%</u>	<u>641,472</u>	<u>0.8%</u>	<u>6.2%</u>
Total Revenues	<u>89,769,005</u>	<u>100.0%</u>	<u>85,027,918</u>	<u>100.0%</u>	<u>(5.3%)</u>
Expenditures					
Instruction	35,852,566	40.1%	38,911,409	46.0%	8.5%
Instructional Support	<u>7,127,002</u>	<u>8.0%</u>	<u>7,402,024</u>	<u>8.8%</u>	<u>3.9%</u>
Total Instruction	42,979,568	48.1%	46,313,433	54.8%	12.4%
Public Service	1,252,002	1.4%	1,353,821	1.6%	8.1%
Information Technology	5,146,644	5.8%	4,636,218	5.5%	(9.9%)
Student Services	9,219,006	10.4%	10,575,169	12.5%	14.7%
Institutional Admin*	9,931,934	11.0%	10,427,174	12.3%	5.0%
Facilities Management	<u>20,800,407</u>	<u>23.3%</u>	<u>11,231,330</u>	<u>13.3%</u>	<u>(46.0%)</u>
Total Expenditures	<u>89,329,561</u>	<u>100.0%</u>	<u>84,537,145</u>	<u>100.0%</u>	<u>(5.4%)</u>
Revenues Over/(Under) Expenditures	439,444		490,773		
Beginning Fund Balance	<u>8,112,128</u>		<u>8,551,572</u>		
Ending Fund Balance	<u>\$ 8,551,572</u>		<u>\$ 9,042,345</u>		
#State pass-through to MPSERS	<u>\$ 4,714,731</u>	estimated	<u>\$ 5,318,000</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.

~ In order to help subsidize the College's Food Service Auxiliary operation which has been running at a deficit the last several years, beginning in fiscal year 2023-2024, the College is no longer budgeting a transfer from Auxiliaries to the General Fund. This transfer had been \$250,000 for many years.

The MPSERS pass through is State appropriated funding 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 above for operating budget purposes.

General Fund

Revenue Detail

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 99% 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 the State Legislature for the budgeted fiscal year. These funds are disbursed to the College over an eleven-month period, October through August. 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 46.

Tuition and fees are budgeted based upon estimated enrollment projections (contact hours), which are determined through analysis of regional environmental scanning data and discipline and departmental historical contact 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-of-district/out-of-state average, is multiplied by the projected contact 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 contact hour projections and tuition and fee rates is presented on page 41. Detail contact hour projections for each academic division are presented on pages 44 and 45. A historical chart of contact hours is shown on page 43.

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 2025-2026

Revenues

Tuition and Fees

Tuition	\$	28,084,850	
Registration Fees		814,000	
Technology Fees		4,625,000	
Program Course Fees		<u>210,600</u>	
Total Tuition and Fees	\$		33,734,450

State Appropriations

19,534,584

Property Taxes

Bay County	7,186,003	
Midland County	8,828,425	
Saginaw County	<u>13,602,984</u>	
Total Property Taxes		29,617,412

Fund Transfers

291,822

Investment Income

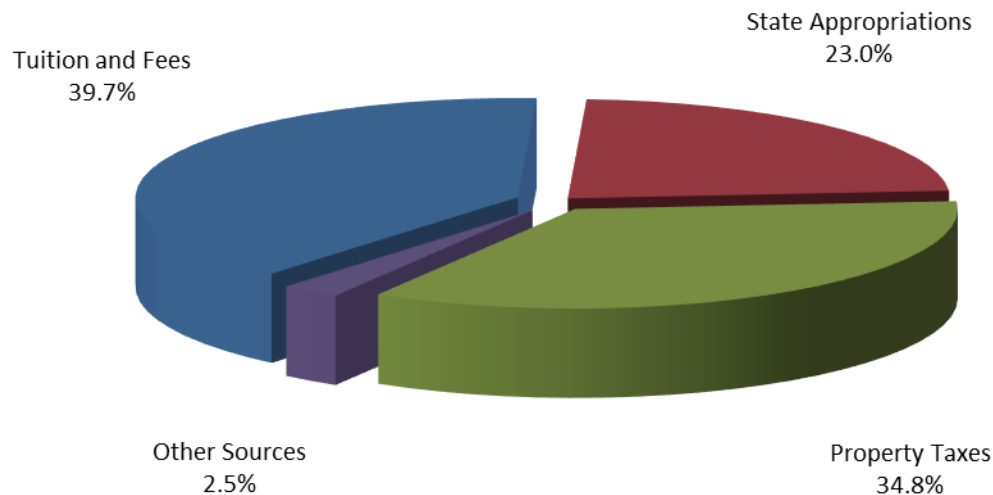
1,500,000

Other

349,650

Total Revenues

\$ 85,027,918

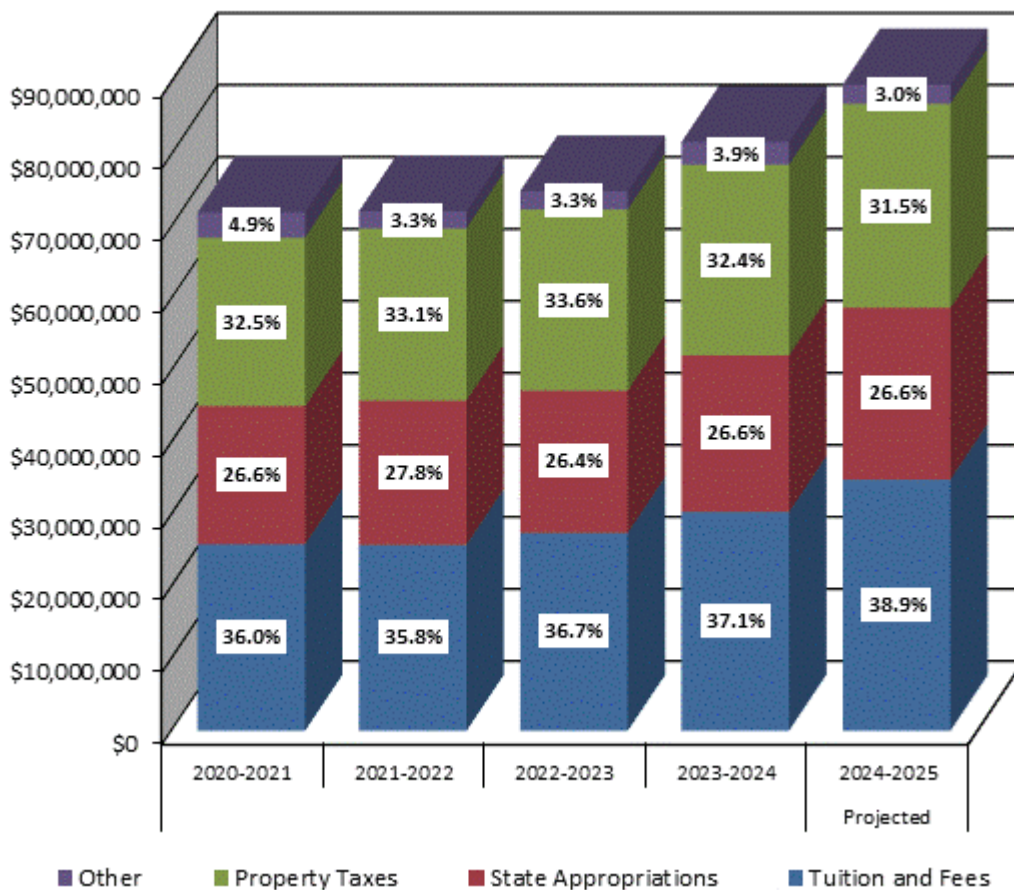


Delta College General Fund

Revenue Sources

Five Year Actual History

	2020-2021	2021-2022	2022-2023	2023-2024	Projected 2024-2025
Tuition and Fees	\$ 25,899,541	\$ 25,796,214	\$ 27,471,925	\$ 30,379,280	\$ 34,877,927
State Appropriations	19,174,383	20,067,797	19,782,665	21,770,586	23,868,648
Property Taxes	23,420,558	23,915,994	25,170,166	26,481,887	28,318,196
Other	<u>3,539,248</u>	<u>2,373,145</u>	<u>2,511,180</u>	<u>3,171,844</u>	<u>2,704,234</u>
Total	<u>\$ 72,033,730</u>	<u>\$ 72,153,150</u>	<u>\$ 74,935,936</u>	<u>\$ 81,803,597</u>	<u>\$ 89,769,005</u>



Notes:

- Beginning in 2016-2017 State Appropriations includes Personal Property Tax Exemption Loss Reimbursement.
- The significant increase in Other Revenues in fiscal year 2020-2021 and 2021-2022 is due to Transfers In from COVID-19 relief grants, primarily to offset lost revenues due to the Pandemic. Fiscal Year 2021-2022 was the final year of General Fund lost revenue reimbursement from the COVID grants. Beginning in 2022-2023 we had a significant increase in investment income due to higher interest rates. The Federal Reserve began to cut rates in fiscal year 2023-2024 as inflation has started to come down. We are anticipating our investment income to continue to decline over the next couple of years as the Fed continues to make rate cuts.

Revenue Sources Detail

Tuition and Fees:

Beginning with the Fall 2019 semester, the College began charging tuition based on contact hours rather than credits. For some courses, the number of contact hours is greater than the number of credits assigned to the course. Credits are standardized to maximize transferability of courses, to comply with accreditation and other factors. Contact hours are based on the amount of instruction in a course, and may include time allotted for tutorials, laboratory sessions and other additional time spent in class delivery and online activities. Previously, the College charged tuition based on course credits and assessed an Excess Contact Hour (ECH) fee per additional contact hour at a reduced rate. In 2018-2019 the ECH Fee was billed at 80% of the tuition rate in effect at that time. Since the College now charges the approved tuition rates on each contact hour, the ECH fee was eliminated.

Also beginning in Fall 2019, the College's Board of Trustees approved a special tuition rate for all Dual Enrolled students equivalent to the In District rate, regardless of whether the student resides in or out of district. Dual enrolled students are also billed for all other required fees at standard rates.

Tuition rates for 2025-2026 and 2024-2025 per Contact Hour are as follows:

	FY 2025-2026	FY 2024-2025	Change	% Change
In-District	\$ 136.00	\$ 133.00	\$ 3.00	2.3%
Out-of-District	229.00	224.00	5.00	2.2%
Out-of-State	240.00	235.00	5.00	2.1%

Contact Hours (General Fund Only)	Budgeted FY 2025-2026	Actual FY 2024-2025	Change	% Change
Summer	4,860	5,016	(156)	(3.1%)
Fall	81,659	83,080	(1,421)	(1.7%)
Winter	76,999	79,328	(2,329)	(2.9%)
Spring	21,482	26,938	(5,456)	(20.2%)
Total Contact Hours	<u>185,000</u>	<u>194,362</u>	<u>(9,362)</u>	<u>(4.8%)</u>

Note: Contact hours for Summer, Fall and Winter semesters in fiscal year 2024-2025 are actual, whereas Spring contact hours are projected. See pages 43-45 for contact hour history and projections.

Course Fees:

Course fees contained in the 2025-2026 tuition and fees budget consist of a Technology Fee of \$25 assessed on each contact hour for all courses. This fee amount is unchanged since 2022-2023. Due to a significant level of student confusion regarding why the College charged both a technology fee and an online course fee courses delivered in an online or hybrid online capacity, and the fact that the majority of all students and faculty now utilize the College's online learning management system, the College made the decision to eliminate its online course fee beginning with the Fall 2021 semester. For fiscal year 2020-2021, the College charged \$34 per contact hour for online courses.

Some programs, such as Nursing, Dental Hygiene and Automotive Service are assessed additional course fees in order to cover the cost of the special services or costly supplies provided in these courses. These fees are generally a per course flat fee.

Registration Fees:

Students are charged a registration fee each semester, which remains unchanged at \$40 for fiscal year 2025-2026. This fee has been at \$40 for many years.

Revenue Sources Detail

State Appropriations	Budgeted FY 2025-2026	Projected FY 2024-2025	Change	% Change
Appropriations	\$ 19,534,584	\$ 23,868,648	\$ (4,334,064)	(18.2%)

The appropriation amounts above include \$2.0 million and \$3.1 million for fiscal years 2025-2026 and 2024-2025, respectively, for reimbursement from the State of personal property tax losses due to exempted property. This revenue is recorded as state appropriation revenue rather than property tax revenue since these amounts are reimbursed by the State and no longer included in the College's tax levy.

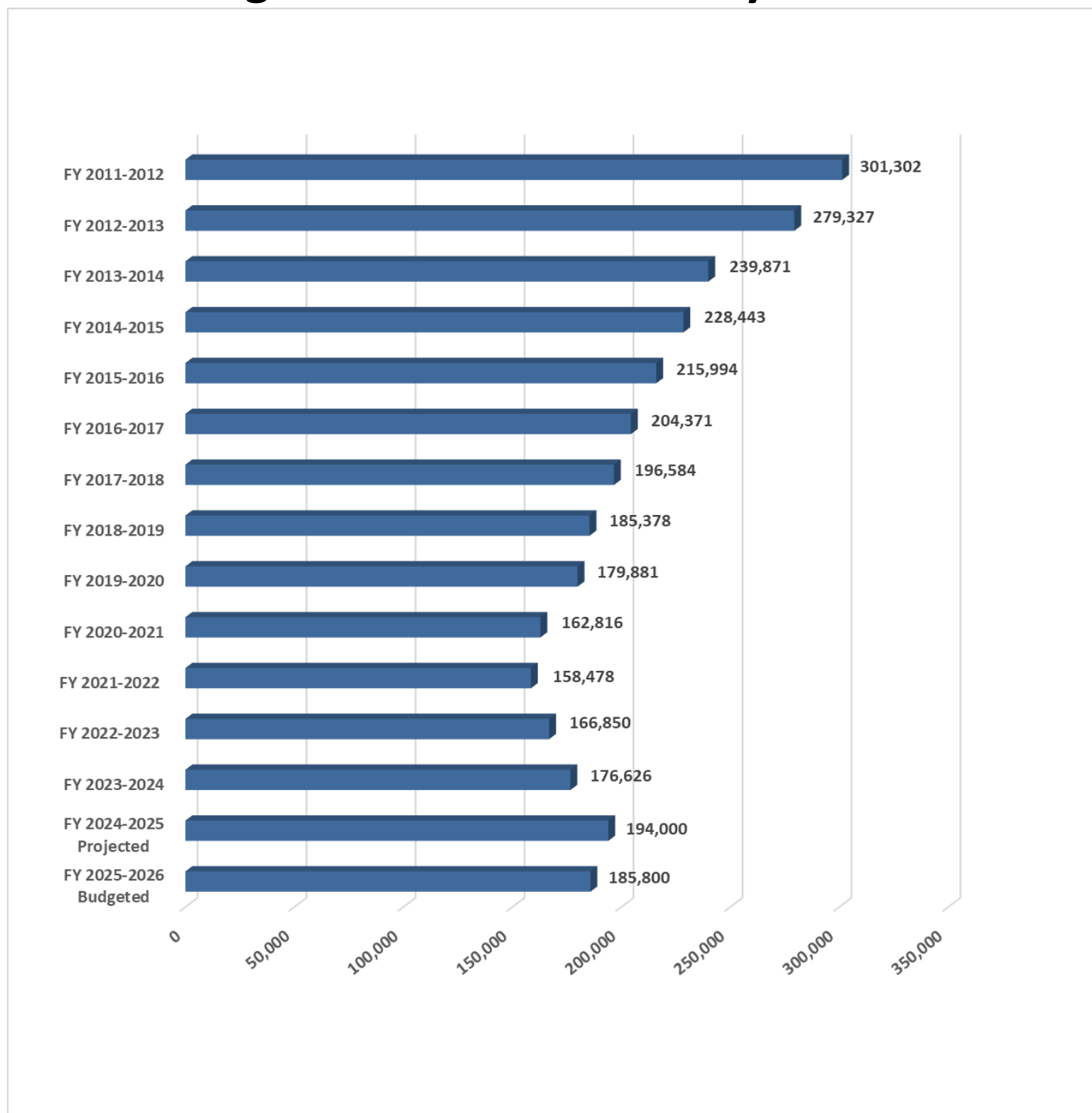
Also included in State Appropriations Revenue is \$9,500 and \$9,446, respectively, for Renaissance Zone property tax exemptions for which the College receives reimbursement from the State. In addition, the College's appropriation from the State includes an amount to cover its costs for the Indian Tuition Waiver. The amounts above include \$51,800 and \$24,800 for the two respective years.

Note: During fiscal year 2024-2025 the College received approximately \$4.2 million from the State for pass-through to MPSERS. Since this amount is a pass through, it is not budgeted. In the College's audited financial statements, it is recorded as State Appropriation Revenue and an equal amount is recorded in fringe benefit expenses.

Other Revenue

	Budgeted 2025-2026	Projected 2024-2025	Change	% Change
Collegiate Ads	\$ 3,500	\$ 3,800	\$ (300)	(7.9%)
Credit by Exam	3,000	2,420	580	24.0%
Live Scan Fees	16,500	16,365	135	0.8%
Miscellaneous	65,000	63,842	1,158	1.8%
Parking Fines	150	130	20	15.4%
Planetarium	115,000	114,000	1,000	0.9%
Rent Space/Equipment	40,000	51,201	(11,201)	(21.9%)
Reserve Parking	5,000	4,800	200	4.2%
Sale of Assets	10,000	9,373	627	6.7%
Testing	50,000	49,788	212	0.4%
Transcript Fees	41,500	40,915	585	1.4%
Total Other Revenue	<u>\$ 349,650</u>	<u>\$ 356,634</u>	<u>\$ (6,984)</u>	<u>(2.0%)</u>

Delta College Contact Hour History



Note: The contact hours above are for all academic courses including the College's Basic Police Training Academy and Corrections Academy. The tuition and fees for these two programs are recorded in the Designated Fund. Fiscal year 2024-2025 total contact hours are estimated for the spring 2025 semester up through June 30, 2025. Fiscal year 2025-2026 General Fund budgeted contact hours is 185,000 and 800 contact hours for Criminal Justice courses.

Delta College Contact Hour Budget 2025-2026

Cost Center/Division	Summer 2025	Fall 2025	Winter 2026	Spring 2026	Total
1010 Education for Professional Development	0	283	200	17	500
1011 Interdisciplinary Social Sciences	0	61	0	24	85
1012 Economics	168	1,376	1,604	504	3,652
1013 History	258	2,193	2,118	363	4,932
1014 Criminal Justice	69	1,298	1,282	219	2,868
1015 Political Science	488	2,217	1,690	390	4,785
1016 Psychology	409	3,527	3,464	1,005	8,405
1017 Sociology	117	2,007	1,967	903	4,994
1018 Applied Behavior Science	18	83	130	71	302
1019 Child Development	0	806	787	141	1,734
1029 Communications	354	2,058	2,061	468	4,941
1044 Geography	76	872	1,038	523	2,509
Social Sciences Total	1,957	16,781	16,341	4,628	39,707
1021 Art	0	2,013	1,742	360	4,115
1023 Languages	60	550	660	127	1,397
1025 Interdisciplinary Humanities	42	365	345	78	830
1026 Music	147	711	822	342	2,022
1027 Philosophy	0	1,638	1,693	397	3,728
1028 Electronic Media Broadcasting	0	438	315	0	753
1031 English	600	10,500	8,948	1,723	21,771
Arts and Letters Total	849	16,215	14,525	3,027	34,616
1035 Mathematics	46	5,653	4,547	1,746	11,992
1041 Biology	0	8,099	8,354	1,816	18,269
1042 Chemistry	98	2,159	1,928	385	4,570
1043 Geology	0	568	379	76	1,023
1045 Physics	133	1,273	1,190	324	2,920
1046 Science Tech Programs	0	18	0	0	18
Science and Mathematics Total	277	17,770	16,398	4,347	38,792
1052 Lifelong Wellness	126	3,068	3,042	1,433	7,669
1064 Clinical Medical Assistant	0	16	0	44	60
1070 Nursing	381	5,127	5,301	1,461	12,270
1071 Surgical Technology	0	390	367	0	757
1072 Phlebotomy	57	121	89	15	282
1073 Physical Therapy Assistant	0	548	223	0	771
1074 Respiratory Care	0	422	305	36	763
1076 Health Science	54	834	704	346	1,938
1077 Radiography	10	339	259	62	670
1078 Dental Hygiene	0	1,109	697	223	2,029
1079 Dental Assisting	0	361	437	280	1,078
1082 Surgical First Assistant	0	80	27	90	197
1083 Sterile Processing	0	60	94	22	176
1087 Diagnostic Medical Sonography	0	280	275	186	741
Health & Wellness Total	628	12,755	11,820	4,198	29,401

Delta College Contact Hour Budget 2025-2026

Cost Center/Division	Summer 2025	Fall 2025	Winter 2026	Spring 2026	Total
1061 Accounting	57	2,142	2,319	664	5,182
1063 Computer Information Systems	183	4,361	4,331	1,228	10,103
1065 Legal Support Professions	6	103	69	31	209
1066 Management	252	3,656	3,639	1,509	9,056
1067 Office Admin & Technology	381	1,601	1,513	408	3,903
1110 Skilled Trade	0	138	76	0	214
1111 Welding	72	984	1,028	496	2,580
1112 Auto Service Ed Program	136	608	759	96	1,599
1116 Fire Science Technology	0	300	377	66	743
1160 Architecture	0	319	311	18	648
1161 Residential Construction	0	385	399	4	788
1162 Automotive Service Technology	4	202	186	0	392
1163 Chemical Processing	0	220	204	0	424
1164 Electrical Technology	58	1,207	1,105	403	2,773
1165 Manufacturing and Industrial Technology	0	400	443	217	1,060
1169 Computer Numeric Control	0	385	267	0	652
1171 Computer Assisted Drafting	0	342	264	90	696
1172 Heating, Ventilation and Air Conditioning	0	517	399	52	968
1174 Heavy Duty Diesel	0	268	226	0	494
Business and Technology Total	1,149	18,138	17,915	5,282	42,484
Grand Total	4,860	81,659	76,999	21,482	185,000

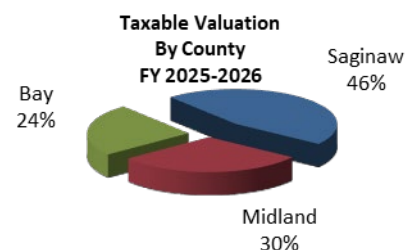
Property Taxes

The following is the detail related to the taxable valuation of the Delta College District. The College originally had a perpetual charter millage of 1.5563, supplemented by a voted millage of 0.5 mills approved in 1990. However, due to a Headlee rollback in 1993, the millage was reduced to 0.4864 mills. This voted millage was renewed in 1996, 2004, and 2012 with an expiring date of December 31, 2031. In the 2020 election, voters approved renewing the 0.4864 mills and restoring the 0.0136 mills, bringing the voted millage back to 0.5000 mills. This adjustment was part of the millage renewal process in 2020. Beginning with the 2024 tax year, assuming there are no further Headlee rollbacks, the College's total millage rate will increase from 2.0427 mill to 2.0563 mills and will be levied on all properties in Bay, Midland, and Saginaw counties. This rate remains valid until December 2031 when the voted portion is due to expire.

The overall property values in the College's district for fiscal year 2025-2026 increased by 4.58%. The current year Headlee cap on increases in taxable value per parcel for existing properties is 3.1% after adjusting for losses and additions. Based on this formula, Delta has a small Headlee rollback for 2025 tax year, which resulted in a millage reduction of .0004, decreasing the College's total millage rate to 2.0559.

	Saginaw County	Midland County	Bay County	Total
2025 Taxable Valuations				
Ad Valorem Roll	\$ 6,849,192,581	\$ 4,371,928,592	\$ 3,692,206,272	\$ 14,913,327,445
DNR Roll	11,284,413	4,114,604	5,186,272	20,585,289
IFT & OPRA Roll - New	98,797,261	7,343,495	29,978,551	136,119,307
IFT & OPRA Roll - Rehab	-	-	-	-
Less Captured Values	<u>(318,394,682)</u>	<u>(64,876,701)</u>	<u>(207,743,319)</u>	<u>(591,014,702)</u>
Net Taxable Valuation	<u>\$ 6,640,879,573</u>	<u>\$ 4,318,509,990</u>	<u>\$ 3,519,627,776</u>	<u>\$ 14,479,017,339</u>
2024 Taxable Valuations				
Ad Valorem Roll	\$ 6,549,948,618	\$ 4,211,515,523	\$ 3,539,466,538	\$ 14,300,930,679
DNR Roll	9,893,309	3,907,051	5,030,361	18,830,721
IFT & OPRA Roll - New	39,762,775	7,024,561	20,244,052	67,031,388
IFT & OPRA Roll - Rehab	944,075	-	-	944,075
Less Captured Values	<u>(301,951,308)</u>	<u>(63,901,639)</u>	<u>(177,505,062)</u>	<u>(543,358,009)</u>
Net Taxable Value - 2023	<u>\$ 6,298,597,469</u>	<u>\$ 4,158,545,496</u>	<u>\$ 3,387,235,889</u>	<u>\$ 13,844,378,854</u>
Percent Increase (Decrease)	5.43%	3.85%	3.91%	4.58%

Fiscal Year 2025-2026 Operating Property Tax	Revenue Calculation
Total 2024 Net Taxable Valuation	\$ 14,479,017,339
x General Operating Millage Rate	<u>2.0559</u>
Property Tax Revenues	\$ 29,767,412
Less Delinquent and Appealed Taxes	<u>(150,000)</u>
Net Operating Property Tax Revenues	<u>\$ 29,617,412</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 from 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: 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. Based on guidance from the State regarding the proper accounting treatment of these reimbursements, this revenue will be reported as State Appropriations in both the budget and the College's audited Financial Statements.

General Fund

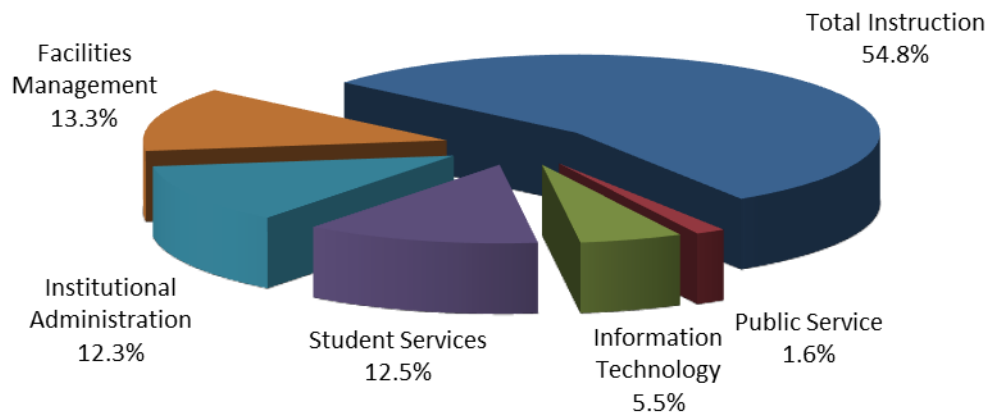
Expenditure Detail

Delta College General Fund Budget

Fiscal Year 2025-2026

Expenditures by Activity

Activity	Amount	Percentage
Instruction	\$ 38,911,409	46.0%
Instructional Support	<u>7,402,024</u>	<u>8.8%</u>
Total Instruction	46,313,433	54.8%
Public Service	1,353,821	1.6%
Information Technology	4,636,218	5.5%
Student Services	10,575,169	12.5%
Institutional Administration	10,427,174	12.3%
Facilities Management	<u>11,231,330</u>	<u>13.3%</u>
Total Expenditures	<u>\$ 84,537,145</u>	<u>100.0%</u>

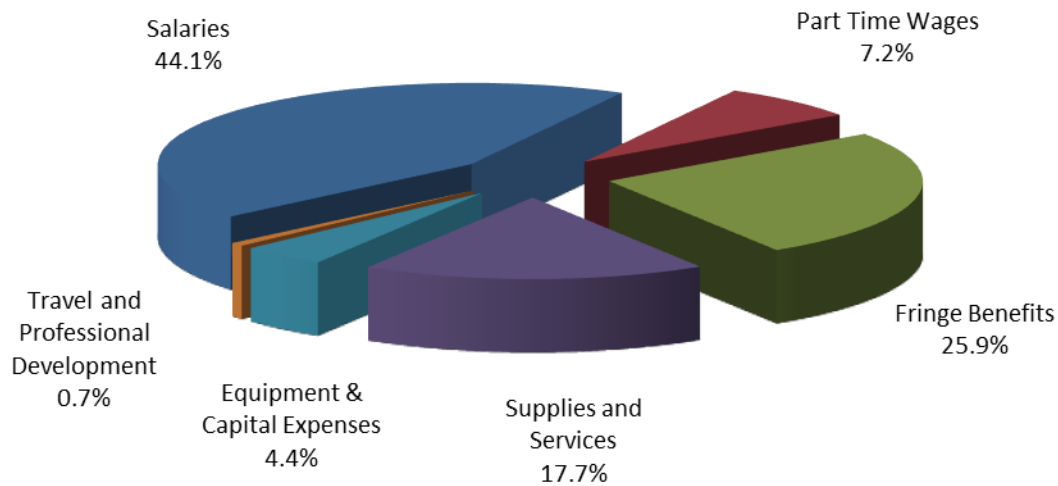


Delta College General Fund Budget

Fiscal Year 2025-2026

Expenditures by Object

Object	Amount	Percentage
Salaries	\$ 37,262,274	44.1%
Part Time Wages	6,084,545	7.2%
Fringe Benefits	21,888,566	25.9%
Supplies and Services	14,960,597	17.7%
Equipment and Capital Expenses	3,732,041	4.4%
Travel and Professional Development	<u>609,122</u>	<u>0.7%</u>
Total Expenditures	<u>\$ 84,537,145</u>	<u>100.0%</u>

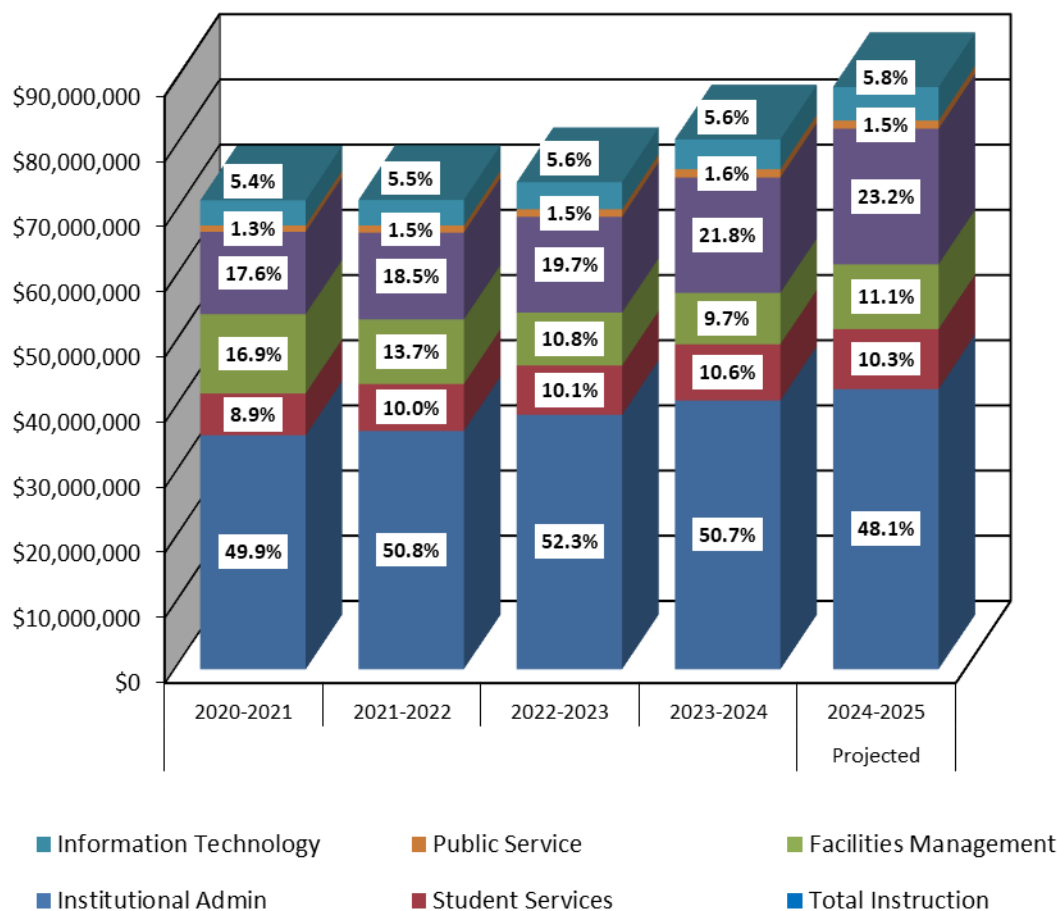


Delta College General Fund

Expenditures by Activity

Five Year Actual History

	2020-2021	2021-2022	2022-2023	2023-2024	Projected 2024-2025
Instruction	\$ 30,179,698	\$ 30,535,848	\$ 32,605,433	\$ 34,802,772	\$ 35,852,566
Instructional Support	5,712,209	6,029,111	6,444,727	6,433,643	7,127,002
Total Instruction	35,891,907	36,564,959	39,050,160	41,236,415	42,979,568
Public Service	965,131	1,104,806	1,149,786	1,260,942	1,252,002
Information Technology	3,862,291	3,918,226	4,152,690	4,587,564	5,146,644
Student Services	6,413,900	7,203,616	7,564,371	8,622,378	9,219,006
Institutional Admin	12,178,696	9,895,185	8,098,812	7,882,583	9,931,934
Facilities Management	12,634,336	13,320,257	14,712,595	17,708,309	20,800,407
Total	\$ 71,946,261	\$ 72,007,049	\$ 74,728,414	\$ 81,298,191	\$ 89,329,561

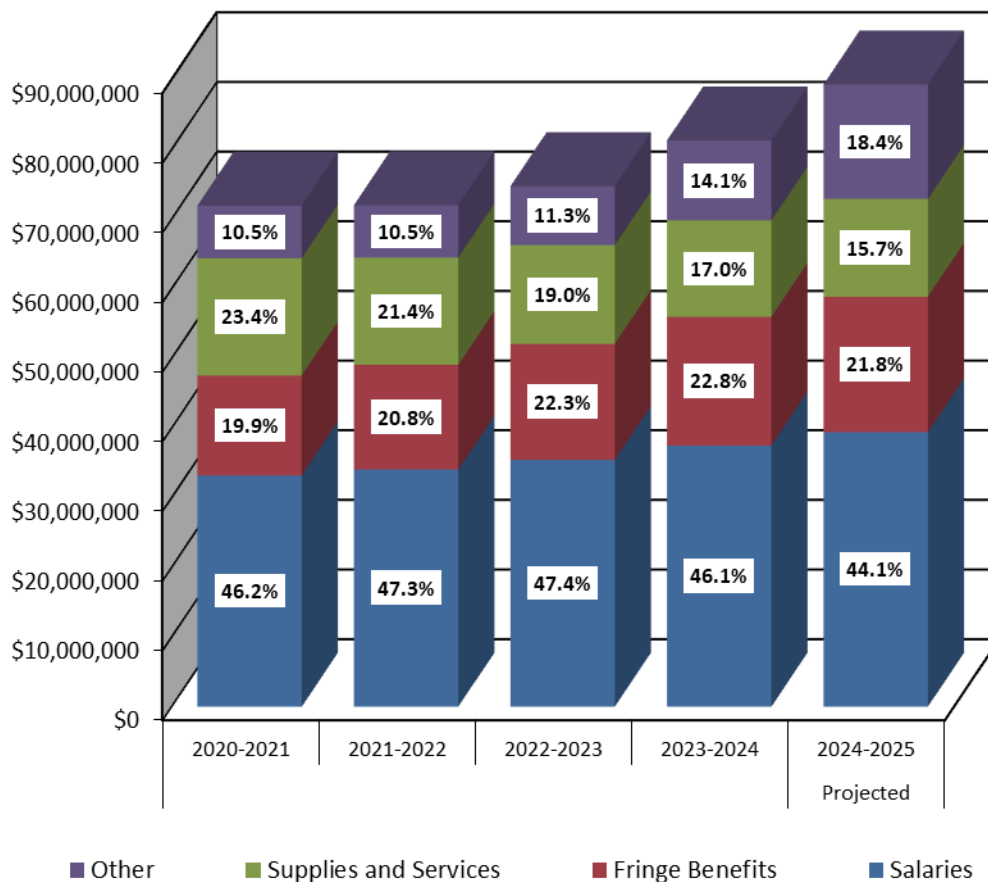


Delta College General Fund

Expenditures by Object

Five Year Actual History

	2020-2021	2021-2022	2022-2023	2023-2024	Projected 2024-2025
Salaries	\$ 33,214,255	\$ 34,056,213	\$ 35,446,416	\$ 37,486,621	\$ 39,413,295
Fringe Benefits	14,327,536	14,997,858	16,640,410	18,493,014	19,440,407
Supplies and Services	16,856,520	15,427,989	14,197,573	13,840,483	14,057,283
Other	<u>7,547,950</u>	<u>7,524,989</u>	<u>8,444,015</u>	<u>11,478,073</u>	<u>16,418,576</u>
Total	<u>\$ 71,946,261</u>	<u>\$ 72,007,049</u>	<u>\$ 74,728,414</u>	<u>\$ 81,298,191</u>	<u>\$ 89,329,561</u>



Notes

General Fund

Cost Center Detail

The College's organizational chart is found on page 32 and 33. 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 56-59. 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.

A – Administrative Group led by the President, Dr. Mike Gavin

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 Empowerment and Success, Shelly Raube

E – Business & Finance Group led by the Vice President of Business & Finance, Jon Foco

F – Information Technology Group led by the Information Technology Contract Administrator, Jon Foco

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

Administrative Group

The Administrative Group's primary accountabilities are for presidential leadership, strategic planning, human resources, 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 group 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; and (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's 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.

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, facilities planning and operations, and 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

					2100	2200	2300	2400	2500	2600	
		FAC	AP	SS	Full Time	Part Time	Fringe	Supplies	Equip/	Prof Dev	Total
					Salaries	Salaries	Benefits	& Services	Capital	& Travel	
Instruction											
1011	C	Interdisciplinary Social Sciences	0	0	0	-	-	250	-	-	250
1012	C	Economics	3	0	0	315,817	-	157,420	2,000	3,300	478,537
1013	C	History	3	0	0	337,793	-	164,638	3,250	3,300	508,981
1014	C	Criminal Justice	3	0	0	284,345	-	147,080	3,250	3,300	437,975
1015	C	Political Science	6.5	0	0	670,178	-	327,360	6,000	6,600	1,010,138
1016	C	Psychology	7	0	0	751,806	-	372,204	4,800	7,700	1,136,510
1017	C	Sociology	4	0	0	377,433	-	195,550	2,700	4,400	580,083
1018	C	Applied Behavioral Science	0	0	0	-	-	500	-	-	500
1019	C	Child Development	1	0	0	110,230	-	54,102	2,500	1,100	167,932
1021	C	Art & Design	3	0	0	283,151	7,602	147,329	15,750	3,300	457,132
1023	C	Foreign Language	2	0	0	209,474	-	104,594	2,000	2,200	318,268
1024	C	Theater	0	0	0	-	-	2,200	-	-	2,200
1025	C	Interdisciplinary Humanities	0	0	0	-	-	200	-	-	200
1026	C	Music	2	0	0	222,276	-	108,800	5,500	2,200	338,776
1027	C	Philosophy	4	0	0	391,617	-	200,209	3,100	4,400	599,326
1028	C	Electronic Media Broadcasting	1	0	0	107,692	3,402	53,268	1,800	1,100	167,262
1029	C	Communications	5	0	0	423,525	-	228,583	5,000	5,500	662,608
1031	C	English	23	0	0	2,322,103	-	1,174,305	22,000	23,500	3,543,708
1035	C	Math	15	0	0	1,486,146	-	756,566	32,000	16,500	2,291,212
1041	C	Biology	20	0	0	1,788,335	-	945,289	57,200	22,000	2,812,284
1042	C	Chemistry	5	0	0	503,342	-	254,804	32,000	5,500	795,646
1043	C	Geology	1	0	0	107,363	-	53,160	4,650	1,100	166,273
1044	C	Geography	1	0	0	77,272	-	43,275	4,000	1,100	125,647
1045	C	Physics	4	0	0	435,698	-	214,689	8,250	4,400	663,037
1046	C	Science Tech Programs	0	0	0	-	-	500	-	-	500
1047	C	Science Labs	0	4	0	234,329	25,081	148,540	125	2,000	410,075
1052	C	Lifelong Wellness	6	0	0	588,524	-	300,676	12,000	6,600	907,800
1061	C	Accounting	3	0	0	305,226	-	153,940	3,200	3,300	465,666
1063	C	Computer Info Systems	8	0	0	836,340	40,073	430,846	12,000	8,800	1,328,059
1064	C	Clinical Medical Assistant	1	0	0	66,277	-	39,663	2,000	1,100	109,040
1065	C	Legal Support Professional	0	0	0	-	-	500	-	-	500
1066	C	Management	4	0	0	422,295	-	210,289	3,500	4,400	640,484
1067	C	Office Admin & Technology	3	0	0	277,764	-	144,920	5,000	3,300	430,984
1069	C	Nursing Course Testing Fees	0	0	0	-	-	100,000	-	-	100,000
1070	C	Nursing	18	0	0	1,574,260	4,253	839,182	30,000	19,800	2,467,495
1071	C	Surgical Technology	2	0	0	176,360	-	93,717	5,500	2,200	277,777
1072	C	Phlebotomy	0	0	0	-	-	2,000	-	-	2,000
1073	C	Physical Therapy	3	0	0	287,309	-	148,054	5,700	3,300	444,363
1074	C	Respiratory Therapy	2	0	0	183,061	-	95,917	6,000	2,200	187,178
1076	C	Health Related Science	0	0	0	-	-	1,500	-	-	1,500
1077	C	Radiological Technology	2	0	0	175,307	-	93,371	7,600	2,200	278,478
1078	C	Dental Hygiene	2.9	0	0.85	269,256	54,247	175,806	54,412	3,465	557,186
1079	C	Dental Assisting	2.1	0	0	141,565	-	84,100	15,215	2,310	243,190
1082	C	Surgical First Assistant	0	0	0	-	-	2,700	-	-	2,700
1083	C	Sterile Processing	0	0	0	-	-	3,000	-	-	3,000
1087	C	Sonography	2	0	0	154,621	-	86,576	10,450	2,200	253,847
1110	C	Apprenticeship Program	0	1	1	118,345	-	74,659	5,700	775	199,479
1111	C	Welding	3	0	0	274,439	-	143,827	100,000	3,300	521,566
1112	C	Auto Service Ed Program	1	0	0	96,836	-	49,701	12,500	1,100	160,137
1116	C	Fire Science	0	0	0	-	35,699	11,563	3,600	-	50,862
1124	C	Instructional Equipment	0	0	0	-	-	-	404,777	-	404,777
1125	C	Educational Support	0	0	0	-	-	152,621	39,775	-	192,396
1126	C	Other Supplemental	0	0	0	-	-	9,120	86,044	-	95,164

A – Administration C - Academic & Instructional Support D - Student & Educational Services
E - Business & Finance F - Information Technology

Detail of General Fund Expenditure Budget

					2100	2200	2300	2400	2500	2600	
	Cost Center	FAC	AP	SS	Full Time	Part Time	Fringe	Supplies	Equip/	Prof Dev	Total
					Salaries	Salaries	Benefits	& Services	Capital	& Travel	
1127	C Academic Supplemental & Lecturers	0	0	0	3,184,809	3,553,809	2,182,639	-	-	-	8,921,257
1160	C Architecture	0	0	0	-	-	-	3,425	-	-	3,425
1161	C Residential Construction	2	0	0	180,735	-	95,154	25,575	-	2,200	303,664
1162	C Automotive Service Technology	2	0	0	159,243	29,900	97,778	20,000	-	2,200	309,121
1163	C Chemical Processing	0	0	0	-	-	-	5,500	-	-	5,500
1164	C Electrical Technology	2	0	0	179,067	23,198	102,119	16,750	-	2,200	323,334
1165	C Manufacturing & Industrial Tech	1	0	0	112,185	-	54,743	34,600	-	1,100	202,628
1166	C Technology Facility Labs	0	1	1	119,434	50,610	75,015	12,700	-	775	258,534
1169	C Computer Numerical Control	1	0	0	100,284	-	50,834	18,000	-	1,100	170,218
1171	C Computer Assisted Drafting	1	0	0	89,665	-	47,346	5,500	-	1,100	143,611
1172	C Refrigeration/Heating/Air	1	0	0	81,971	-	44,818	9,500	-	1,100	137,389
1173	C Auto Course Tool & Exam Fees	0	0	0	-	-	-	25,000	-	-	25,000
1174	C Heavy Duty Diesel	0	0	0	-	-	-	6,000	-	-	6,000
	Total Instruction	186.5	6.0	2.9	21,595,103	3,827,874	11,779,018	970,393	530,596	208,425	38,911,409
	Public Service										
3580	A Public Television	0	5.1	0	406,190	-	224,762	-	-	2,550	633,502
3581	A Public Radio	0	1.95	0.2	113,198	-	75,798	-	-	1,030	190,026
3588	A Planetarium Operations	0	3	0	210,266	102,640	150,138	60,500	5,000	1,749	530,293
	Total Public Service	0.0	10.1	0.2	729,654	102,640	450,698	60,500	5,000	5,329	1,353,821
	Instructional Support										
4500	C Office of VP Instruction	0	1	1	237,344	12,050	117,202	5,000	-	4,555	376,151
4501	C Social Sciences Division	0	1	1	169,263	2,951	91,385	3,500	-	972	268,071
4503	C Arts & Letters Division	0	1	2	210,250	3,554	122,740	3,500	-	1,247	341,291
4505	C Science & Mathematics Division	0	1	1	169,234	36,498	101,438	6,500	-	972	314,642
4507	C Business & Technical Division	0	1	2	219,567	16,305	125,799	8,000	-	1,246	370,917
4508	C Health & Wellness Division	0	1	2	214,948	27,103	133,061	3,500	-	1,246	379,858
4511	C Agriculture Tech Coordinator	0	0	0	-	-	-	41,000	-	-	41,000
4513	C Library Learning Info Center	0	0	0	-	-	-	6,150	-	360	6,510
4514	C Learning Communities	0	0	0	-	-	-	1,425	-	328	1,753
4515	C e-Learning Instructional Support	0	0	0	-	-	-	185,329	-	-	185,329
4516	C Honors Program	0	0	1	51,749	6,054	34,891	8,500	-	6,096	107,290
4517	C Dean of Transfer & Online Learning	0	1	0	122,476	-	58,124	3,500	-	1,321	185,421
4518	C Dean of Administration	0	1.5	0.85	155,878	38,938	105,993	5,000	-	1,354	307,163
4520	A Instructional Support Svcs	0	0	1	37,689	77,125	46,317	1,000	-	275	162,406
4521	C Dean of Occup. Programs & Workforce Strategies	0	1.5	0	198,030	-	91,934	6,450	-	2,900	299,314
4522	F Office of Info Tech Computer Labs	0	0	0	-	95,114	-	78,337	10,000	-	183,451
4523	F Contract OIT Instruct Supp Svcs	0	0	0	-	-	-	1,972,633	-	-	1,972,633
4524	C Galleria	0	0	0	-	340	-	3,000	-	-	3,340
4526	C Academic Testing Center	0	0.5	0	26,927	134,172	61,296	285	-	250	222,930
4527	C Teach/Learn Center	0	2.8	7	482,358	114,814	367,902	19,750	-	5,151	989,975
4528	C Multimedia Lab	0	1	1	120,173	87,207	103,504	21,000	-	775	332,659
4530	C Library	0	4	2	380,344	149,125	258,294	10,000	-	2,826	800,589
4531	C Library Books	0	0	0	-	-	-	39,000	-	-	39,000
4532	C Periodicals	0	0	0	-	-	-	23,000	-	-	23,000
4533	C Learning Technology	0	0	0	-	-	-	108,588	-	-	108,588
4536	C Instructional Disability Access	0	0	0	-	-	-	18,000	-	-	18,000
4540	C Workforce Experience	0	0.7	0	45,899	6,895	27,629	3,800	-	350	84,573
4549	C Delta Archives	0	0	0	-	9,457	3,063	400	-	-	12,920

A – Administration C - Academic & Instructional Support D - Student & Educational Services
E - Business & Finance F - Information Technology

Detail of General Fund Expenditure Budget

				2100	2200	2300	2400	2500	2600	
				Full Time	Part Time	Fringe	Supplies	Equip/	Prof Dev	
				Salaries	Salaries	Benefits	& Services	Capital	& Travel	Total
Cost Center	FAC	AP	SS							
4550 A Faculty Center Teaching Excellence	0	0	0	-	12,696	2,943	9,000	-	12,416	37,055
4551 A Center for Organizational Success	0	0	0	-	5,658	-	33,000	-	242	38,900
4552 C Accreditation	0	0	0	-	-	-	29,000	-	-	29,000
4553 C Academic Assessment	0	0	0	-	-	-	1,900	-	1,369	3,269
4554 C Developmental Ed	0	0	0	-	-	-	1,000	-	885	1,885
4555 D International/Intercultural	0	0	0	-	-	-	2,800	-	-	2,800
4556 C General Education	0	0	0	-	-	-	725	-	274	999
4557 D Community Engagement	0	0	0	-	20,295	-	1,275	-	-	21,570
4558 D Service Learning	0	0	0	-	-	-	3,314	-	-	3,314
4559 A Possible Dream Program	0	1	0	56,054	25,313	44,504	450	-	500	126,821
4560 C Strategic Partnerships	0	0.8	0	73,827	-	38,583	2,850	-	2,043	117,303
4562 D Community Development	0	1	0	104,776	-	52,310	3,525	-	2,548	163,159
4563 C Democracy Commitment	0	0	0	-	-	-	14,250	-	-	14,250
4570 C e-Learning Technology Support	0	2	0	128,042	13,587	77,844	73,500	-	11,036	304,009
4599 E Transfers	0	0	0	-	-	-	555,000	-	-	555,000
Total Instruct Support	0.0	23.8	21.9	3,204,828	895,251	2,066,765	3,317,736	10,000	63,537	9,558,108
Student Services										
5608 F Contract OIT SES Supp Svcs	0	0	0	-	-	-	746,213	-	-	746,213
5609 E Matching Funds	0	0	0	-	-	-	45,159	-	-	45,159
5610 D Office of VP Student/Educ Svcs	0	1	1	225,949	44,603	123,187	122,127	16,261	2,211	534,338
5611 D Admissions	0	7	2.5	586,284	17,613	362,601	60,175	-	4,188	1,030,861
5612 D Registrar	0	3	4	448,944	10,568	272,715	35,200	-	8,600	776,027
5613 D Advising	0	19.2	1	1,198,813	10,804	737,480	41,410	-	14,600	2,003,107
5614 D Financial Aid	0	10	2	722,298	63,871	469,590	10,550	-	10,275	1,276,584
5617 C Admission Testing	0	0.5	0	26,927	-	17,837	21,000	-	250	66,014
5618 A Student Engagement	0	1	0	66,253	4,329	39,655	21,000	-	500	131,737
5620 D Dual Enrollment	0	3	1.5	279,833	-	172,478	18,450	-	1,913	472,674
5621 A SAC/Student Clubs & Organizations	0	0	0	-	-	-	25,050	-	-	25,050
5622 A Marketing & Publications	0	0	0	-	-	-	569,161	-	-	569,161
5623 D Dean of Enrollment Services	0	1	0	122,812	-	58,234	4,250	-	2,093	187,389
5625 A Veteran's Services	0	1	0	52,910	34,707	46,513	1,580	-	500	136,210
5626 D SES Software	0	0	0	-	-	-	235,847	-	-	235,847
5627 D Student Success	0	0	0	-	-	-	46,108	-	-	46,108
5630 D Collegiate	0	0	0	-	47,955	4,579	12,266	-	1,878	66,678
5631 D Counseling	0	3	2.85	347,503	-	218,830	4,000	-	2,284	572,617
5642 D Office of Disability Resources	0	0.8	0	55,633	2,534	33,427	45,970	-	400	137,964
5644 D SES Travel and Special Events	0	0	0	-	-	-	39,500	-	-	39,500
5646 D Dean of Student Success	0	1	0	120,561	-	57,496	8,775	-	2,143	188,975
5647 A Student Senate	0	0	0	-	-	-	900	-	242	1,142
5648 D Commencement/Student Awards	0	0	0	-	-	-	17,250	-	-	17,250
5649 A Grants-Sr. Citizen	0	0	0	-	-	-	80,930	-	-	80,930
5650 A Scholarships-President's Honors	0	0	0	-	-	-	171,503	-	-	171,503
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	-	-	-	12,000	-	-	12,000
5654 A Scholarships-Adult Ed	0	0	0	-	-	-	4,843	-	-	4,843
5661 D Downtown Midland Center	0	2	0	134,211	28,181	79,869	20,400	-	1,000	263,661
5662 D Downtown Saginaw Center	0	2	1	193,247	41,464	124,879	66,850	-	2,775	429,215
5669 D Testing	0	0	0	-	-	-	7,000	-	140	7,140
5672 E Fitness & Recreation Center	0	0.5	0.5	54,098	100,019	54,008	19,070	10,000	388	237,583
5673 D Intercollegiate Athletics-Men	0	1	0.5	88,730	53,328	68,858	55,145	-	65,746	331,807

A – Administration **C** - Academic & Instructional Support **D** - Student & Educational Services
E - Business & Finance **F** - Information Technology

Detail of General Fund Expenditure Budget

					2100	2200	2300	2400	2500	2600	
	Cost Center	FAC	AP	SS	Full Time Salaries	Part Time Salaries	Fringe Benefits	Supplies & Services	Equip/ Capital	Prof Dev & Travel	Total
5674	D Intercollegiate Athletics-Women	0	1	0.5	88,730	74,853	77,204	66,435	-	105,936	413,158
5675	A Club & Intramural Sports	0	0	0	-	12,985	-	3,509	-	-	16,494
	Total Student Services	0.0	58.0	17.4	4,813,736	547,814	3,019,440	2,686,069	26,261	228,062	11,321,382
	Institutional Administration										
6710	A Board of Trustees	0	0	0	-	-	-	21,368	-	8,649	30,017
6718	A Development Office	0	5.1	0	404,470	3,814	224,284	15,000	-	2,742	650,310
6719	A Title IX	0	1	0	76,759	-	43,106	4,300	-	500	124,665
6720	A President's Office	0	1	1	361,098	12,210	174,231	6,798	-	6,262	560,599
6722	A Memberships/Institution	0	0	0	-	-	-	141,068	-	-	141,068
6723	A Miscellaneous	0	0	0	-	-	-	1,554,551	-	-	1,554,551
6725	A Wellness/Prof Development	0	0	0	-	-	-	27,418	-	-	27,418
6726	A League for Innovation/Achieve the Dream	0	0	0	-	-	-	67,948	-	1,253	69,201
6727	A President's Special Projects	0	0	0	-	-	-	25,890	-	15,118	41,008
6729	A Strategic Planning	0	0	0	-	-	-	16,100	-	15,533	31,633
6730	A BEDI (Belonging, Equity, Diversity & Inclusion)	0	1	1	161,913	-	88,971	45,500	-	3,275	299,659
6731	A Legal	0	0	0	-	-	-	163,533	-	-	163,533
6734	E Audit	0	0	0	-	-	-	63,400	-	-	63,400
6736	E Misc Employee Benefits *	0	0	0	-	-	53,274	-	-	-	53,274
6737	A Staff Recruitment	0	0	0	-	-	-	38,008	-	-	38,008
6738	A Employee Grants	0	0	0	-	-	-	9,588	-	-	9,588
6739	E Insurance	0	0	0	-	-	68,450	436,794	-	-	505,244
6740	F Communication Technology	0	0.75	0	55,585	-	31,701	45,844	-	1,375	134,505
6741	E Business Services	0	1.9	2	321,474	19,813	181,928	6,061	-	2,500	531,776
6743	E Finance Office	0	6.3	6	921,317	68,136	544,835	34,940	-	8,009	1,577,237
6744	F Contract OIT Admin Supp Svcs	0	0	0	-	-	-	545,711	-	-	545,711
6745	F Office of Info Tech	0	0.1	0	16,336	-	7,206	965,157	61,225	3,781	1,053,705
6746	A Human Resources	0	5	3	602,590	40,024	352,512	45,669	-	5,662	1,046,457
6747	A Shared Governance	0	0	0.5	26,398	24,158	25,487	4,738	-	349	81,130
6748	E Post Office	0	0	1	49,264	30,963	44,103	7,362	-	514	132,206
6750	A Institutional Advancement	0	6	0	451,586	21,780	262,836	7,500	-	3,962	747,664
6760	A Administrative Services	0	7	0	615,495	-	327,426	67,609	-	4,424	1,014,954
6772	E Credit Card Fees & Bad Debt Exp	0	0	0	-	-	-	752,574	-	-	752,574
6774	E Tuition Waiver	0	0	0	-	-	180,000	-	-	-	180,000
	Total Institutional Admin	0.0	35.2	14.5	4,064,285	220,898	2,610,350	5,120,429	61,225	83,908	12,161,095
	Facility Management										
7775	E Public Safety	0	0.85	6	422,557	236,421	323,272	32,661	-	7,075	1,021,986
7780	E Facility Administration	0	7.25	1	719,634	26,144	392,515	1,608	16,362	6,397	1,162,660
7781	E Facility Operations	0	3	33	1,712,477	209,461	1,246,517	231,158	24,847	4,088	3,428,548
7782	E Facility Utilities	0	0	0	-	-	-	1,464,861	-	-	1,464,861
7783	E Farmhouse	0	0	0	-	-	-	12,336	-	-	12,336
7784	E Facility Maintenance	0	0	0	-	-	-	410,081	-	-	410,081
7785	E Facility Improvement	0	0	0	-	-	-	-	42,750	-	42,750
7786	E Sustainability Office	0	0	0	-	18,042	-	4,845	-	2,301	25,188
7787	E Midland Center	0	0	0	-	-	-	235,420	-	-	235,420
7788	E Planetarium & Learning Center	0	0	0	-	-	-	215,180	-	-	215,180
7789	E Saginaw Center	0	0	0	-	-	-	197,320	-	-	197,320
7799	E Transfers	0	0	0	-	-	-	-	3,015,000	-	3,015,000
	Total Facilities Management	0.0	11.1	40.0	2,854,668	490,068	1,962,304	2,805,470	3,098,959	19,861	11,231,330
	Total Expenditures	186.5	144.1	96.8	37,262,274	6,084,545	21,888,566	14,960,597	3,732,041	609,122	84,537,145

*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

Delta College Fringe Benefits

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

Benefit	Cost	
Medical, Vision and Hearing Insurance	\$16,850	per covered employee (weighted average)
Dental Insurance	\$950	per employee (weighted average)
Retirement	25.09%	of each wage dollar paid (weighted average of MPSERS at 27.43% and ORP at 12.5%)
Social Security (FICA)	6.20%	of each wage dollar paid up to \$176,100 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	\$4.60	per \$1,000 of wages up to \$90,000 max
Professional Development Allowance:		
Faculty	\$1,100	per year
Administrative/Professional Staff	\$500	per year
Support Staff	\$275	per year

Fringe benefit cost for \$25,000 in salary:	\$26,191 or 105%
Fringe benefit cost for \$50,000 in salary:	\$34,491 or 69%
Fringe benefit cost for \$75,000 in salary:	\$42,836 or 57%

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. These amounts are included in the totals below.

The following is a summary of General Fund wages and fringe benefits budgeted for fiscal year 2025-2026:

Employee Classification	Amount	Benefit	Amount
Faculty	\$ 17,890,401	Retirement	\$ 10,705,186
Supplemental and Part-Time Faculty	6,746,798	FICA and Medicare	3,099,893
Administrative/Professional Staff	11,600,273	Medical/Vision/Hearing	7,179,786
Support Staff	3,071,627	Dental Insurance	404,796
Maintenance	1,506,984	Life Insurance	40,604
Part-time Staff and Student Employees	<u>2,530,736</u>	Disability Insurance	156,577
		Professional Development	290,373
		Tuition Waiver	180,000
		Other	<u>121,724</u>
Total Wages	<u>\$ 43,346,819</u>	Total Benefits	<u>\$ 22,178,939</u>

Fringe benefits as a percentage of wages: 51%

Delta College Summary of Budgeted General Fund Personnel

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Faculty	178	173	173	176	187
Lecturers	<u>-</u>	<u>-</u>	<u>11</u>	<u>14</u>	<u>-</u>
Subtotal – Instructors	<u>178</u>	<u>173</u>	<u>184</u>	<u>190</u>	<u>187</u>
Administrative and Professional Staff	133	137	141	142	144
Support Staff	52	53	59	63	64
Maintenance	<u>33</u>	<u>33</u>	<u>33</u>	<u>33</u>	<u>33</u>
Subtotal - Staff	<u>218</u>	<u>223</u>	<u>233</u>	<u>238</u>	<u>241</u>
Total Full-Time Personnel	<u>396</u>	<u>396</u>	<u>417</u>	<u>428</u>	<u>428</u>

The above data reflects all General Fund full-time regular and temporary positions. Part-time positions are not included in the above data.

Administrative Professionals increased in fiscal year 2023-2024 due to the addition of 4 Student Success Advisors that were previously funded by the HEERF grants.

Support Staff increased in fiscal year 2023-2024 mainly due to the conversion of four Learning Consultants from part-time to full-time to better meet student demand and reduce the amount of turnover that was occurring due to the positions being part-time.

In fiscal year 2023-2024, the Lecturer position was added to fill unexpected vacancies that are needed for more than one semester to meet student enrollment needs. These positions were full-time temporary and were eliminated in fiscal year 2025-2026 and replaced with full-time faculty positions.

Notes

Designated Fund

Notes

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 accounted for in the Designated Fund including Workforce Strategies and Criminal Justice training programs. The College also has reserves set aside in the Designated Fund such as the Self Insurance Reserve, and the Reserves for Budget Sustainability and Reserves for Strategic Initiatives established in fiscal year 2017-2018. Pages 68 and 69 provide an overview of the various Designated Fund activities.

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 Designated Fund Budget

Fiscal Year 2025-2026

Revenues

Grants and Gifts	\$ 2,679,628
Workforce Strategies Fees	537,240
Other Sources	<u>976,907</u>

Total Revenues \$ 4,193,775

Expenditures

Instruction	\$ 3,204,290
Instructional Support	<u>330,624</u>

Total Instruction 3,534,914

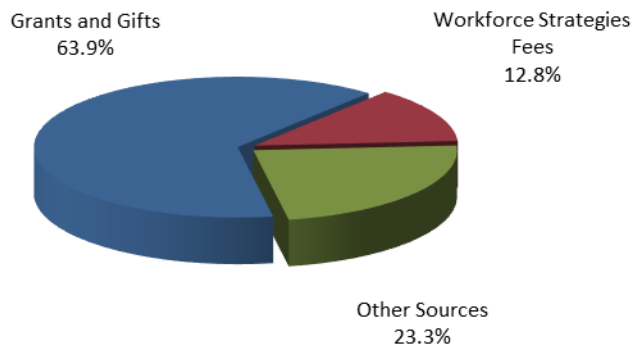
Public Service	9,500
Student Services	170,385
Institutional Administration	<u>897,249</u>

Total Expenditures 4,612,048

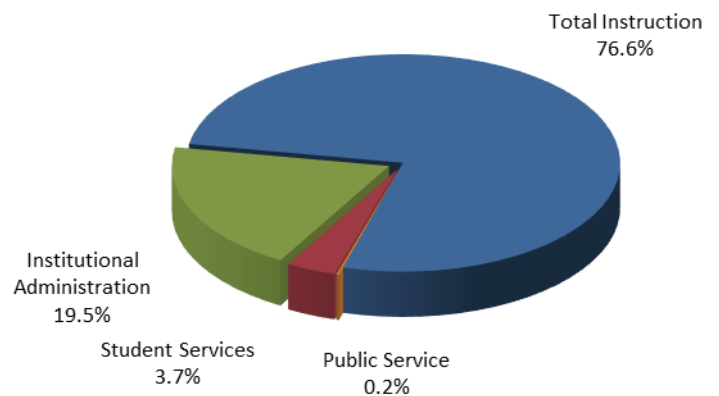
Revenues Over Expenditures (418,273)

Beginning Fund Balance 31,587,313

Ending Fund Balance \$ 31,169,040



Revenues



Expenditures

Delta College Designated Fund

Five Year Actual History

	2020-2021	2021-2022	2022-2023	2023-2024	Projected 2024-2025
Revenues					
Grants and Gifts	\$ 2,042,382	\$ 2,029,854	\$ 2,100,503	\$ 2,035,164	\$ 2,148,880
Workforce Strategies Fees	1,052,214	1,075,727	918,987	769,696	686,340
Other Sources	589,305	859,196	1,093,131	903,749	2,134,403
Transfers In	<u>7,888,404</u>	<u>5,366,166</u>	<u>2,247,302</u>	<u>129,155</u>	<u>252,936</u>
Total Revenues	<u>11,572,305</u>	<u>9,330,943</u>	<u>6,359,923</u>	<u>3,837,764</u>	<u>5,222,559</u>
Expenditures					
Instruction	2,975,890	3,061,274	2,785,000	2,875,217	2,689,988
Instructional Support	<u>182,247</u>	<u>134,118</u>	<u>188,341</u>	<u>292,288</u>	<u>824,646</u>
Total Instruction	3,158,137	3,195,392	2,973,341	3,167,505	3,514,634
Public Service	1,980	1,349	4,285	16,890	8,850
Student Services	62,724	111,149	136,929	119,548	202,002
Institutional Administration	505,037	379,857	685,722	874,869	653,396
Transfers Out	<u>84,996</u>	<u>962,469</u>	<u>870,572</u>	<u>99,029</u>	<u>65,504</u>
Total Expenditures	<u>3,812,874</u>	<u>4,650,216</u>	<u>4,670,849</u>	<u>4,277,841</u>	<u>4,444,386</u>
Revenues Over (Under) Expenditures	7,759,431	4,680,727	1,689,074	(440,077)	778,173
Beginning Fund Balance	<u>17,119,985</u>	<u>24,879,416</u>	<u>29,560,143</u>	<u>31,249,217</u>	<u>30,809,140</u>
Ending Fund Balance	<u>\$ 24,879,416</u>	<u>\$ 29,560,143</u>	<u>\$ 31,249,217</u>	<u>\$ 30,809,140</u>	<u>\$ 31,587,313</u>

Notes:

1. Restricted grants managed by Workforce Strategies included above are recorded in the Restricted Fund in the audited financial statements.
2. Transfers In for fiscal year 2020-2021 included one-time General Fund Transfers of \$813,000 to the Self Insurance Fund, \$800,000 to establish a reserve for Diversity, Equity, Belonging & Inclusion (DEBI) expenditures that may result from the College's fiscal year 2020-2021 DEI audit, \$4,455,000 to the Budget Sustainability Reserve and \$495,000 to the Innovative Initiatives reserve. Also included are transfers in from the Restricted Fund HEERF grants in the amount of \$1,087,000 to offset lost revenues for fiscal years 2019-2020 and 2020-2021 for Workforce Strategies and Criminal Justice training activities.
3. 2021-2022 Transfers In consist of \$120,000 from Restricted Fund HEERF grants to offset Workforce Strategies lost training revenue as a result of COVID-19. An additional \$4.4 million of Transfers In came from excess fund balance in the General Fund split between the Reserve for Budget Sustainability and the Reserve for Strategic Initiatives.
4. 2022-2023 Transfers In and Out includes \$779,772 transferred from the UNUM project account to the Reserve for Strategic Initiatives. The UNUM fund had no designated purpose and had no spending for many years, so the decision was made to combine this account balance into the Reserve for Strategic Initiatives. Going forward, distributions from the UNUM quasi endowment fund will go to the Foundation to address student special needs. Transfers Out also includes the \$85,000 annual transfer to the General Fund from Delta College Workforce Strategies to cover the services provided by the General Fund.
5. 2022-2023 Transfers In also includes year-end transfer of \$1.3 million of excess General Fund net income above the required 10% fund balance requirement. This amount was split evenly between the Reserve for Budget Sustainability and the Reserve for Strategic Initiatives. This line item also includes a Transfer In of \$153,000 from the HEERF grants in the Restricted Fund to offset Workforce Strategies revenues that continue at levels lower than prior to the Pandemic.
6. The deficit of revenues under expenditures in fiscal year 2023-2024 is primarily due to a reduction of transfers and spending of built-up reserves.

Delta College Designated Fund

Workforce Strategies Activities

	2020-2021	2021-2022	2022-2023	2023-2024	Projected 2024-2025	Budgeted 2025-2026
Revenues						
Training Delivery	\$ 970,755	\$ 919,799	\$ 791,144	\$ 566,214	\$ 686,340	\$ 537,240
Training Administration	1,876,521	2,146,592	1,877,827	2,722,864	2,072,080	2,574,128
Training Development	-	-	10,500	-	-	-
Other	<u>44,726</u>	<u>-</u>	<u>98,657</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Revenues	<u>\$ 2,892,002</u>	<u>\$ 3,066,391</u>	<u>\$ 2,778,128</u>	<u>\$ 3,289,078</u>	<u>\$ 2,758,420</u>	<u>\$ 3,111,368</u>
Expenditures						
Training Delivery	771,317	484,474	320,453	328,752	267,512	187,323
Training Administration	1,903,204	2,146,592	1,877,825	2,722,759	2,072,080	2,574,128
Training Development	4,095	-	6,029	6,423	1,160	-
Other	<u>294,916</u>	<u>207,376</u>	<u>421,442</u>	<u>308,670</u>	<u>338,700</u>	<u>299,849</u>
Total Expenditures	<u>\$ 2,973,532</u>	<u>\$ 2,838,442</u>	<u>\$ 2,625,749</u>	<u>\$ 3,366,604</u>	<u>\$ 2,679,452</u>	<u>\$ 3,061,300</u>
Transfers In (Out)						
Lost Revenue HEERF Grant	819,970	120,385	153,348	-	-	-
College General Services Transfers	<u>(84,996)</u>	<u>(85,000)</u>	<u>(85,000)</u>	<u>(85,000)</u>	<u>(45,000)</u>	<u>(45,000)</u>
Total Transfers	<u>\$ 734,974</u>	<u>\$ 35,385</u>	<u>\$ 68,348</u>	<u>\$ (85,000)</u>	<u>\$ (45,000)</u>	<u>\$ (45,000)</u>
Revenues Over/(Under) Expenditures	653,444	263,334	220,727	(162,526)	33,968	5,068
Beginning Fund Balance	<u>1,185,485</u>	<u>1,838,929</u>	<u>2,102,263</u>	<u>2,322,990</u>	<u>2,160,464</u>	<u>2,194,432</u>
Ending Fund Balance	<u>\$ 1,838,929</u>	<u>\$ 2,102,263</u>	<u>\$ 2,322,990</u>	<u>\$ 2,160,464</u>	<u>\$ 2,194,432</u>	<u>\$ 2,199,500</u>

Note: Grants and Michigan New Jobs Training Program contracts managed by Workforce Strategies are recorded in the Restricted Fund in the audited financial statements, however these amounts are budgeted in the Designated Fund. Delta College received Higher Education Emergency Relief Fund (HEERF) grants from the U.S. Department of Education, which allowed the College to recoup revenues lost as a result of the pandemic. These lost revenue off-sets are shown above in fiscal years 2020-2021 through 2022-2023 as Transfers In. Fiscal year 2022-2023 this division was rebranded from Delta College Corporate Services to Workforce Strategies. Fiscal year 2022-2023 revenues and expenses were lower compared with prior years due in part to a client's business ownership change which resulted in the closure of a significant Michigan New Jobs Training Program (MNJTP) training agreement.

Delta College Designated Fund

Other Significant Activities

Instruction

- Criminal Justice Training Programs
- Lifelong Learning Programs

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 MAT2 Project
- Prison Program

Public Service

- Global Awareness
- Delta Productions
- Telelearning Network
- Dental Hygiene Power Brush Program
- Michigan MATYC Conference

Student Services

- Student Service Learning Activities
- Student Educational Services Activities
- Student Skills Achievement Programs
- Mathematics Placement Booster
- President's Honors Scholarship
- Pioneer Athletic Fundraisers
- Girls Day Out Events

Institutional Administration

- Technology Improvements
- Administrative Projects
- Reserve for Budget Sustainability
- Reserve for Strategic Initiatives
- Self Insurance
- Administrative Development & Projects
- Flexible Spending Plan Administration
- Health Care Reform Plan Fees
- In-kind Gifts

Notes

Restricted Fund

Notes

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 gifts or grants 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.

During fiscal years 2019-2020 through 2023-2024, the College was awarded just over \$35.9 million of Higher Education Emergency Relief Fund (HEERF) grants from the US Department of Education. Approximately \$19.8 million was awarded for Institutional Allocation, \$14.6 million for Direct Student Financial Assistance, and \$1.5 million for Strengthening Institutions Programs. The College was awarded the entire \$14.6 million student allocation directly to students in the form of cash grants, as well as approximately \$1.9 million of its institutional allocation. The remaining institutional allocation was used for a variety of reasons necessary to continue learning and operations related to the impact of COVID including, lost revenue, reimbursement, instructional design, and training for online courses and D2L, personal protective equipment, technology for students, and improvements to the College's air handling equipment.

The College received several other additional grants during fiscal years 2023-2024 and 2024-2025, resulting from State and Local Fiscal Recovery Funds (SLFRF) as a result of the COVID-19 public health emergency. Many of these grants are being passed through other organizations including the Michigan Community College Association (MCCA), Michigan Economic Development Corporation (MEDC), and the Michigan Department of Lifelong Education, Advancement and Potential (MiLEAP).

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. A brief description of each of the College's current grant programs is provided on pages 76 and 77.

Delta College Restricted Fund Budget

Fiscal Year 2025-2026

Revenues

Federal Grants/Contracts	\$ 18,503,939
State Grants/Contracts	105,500
Private Gifts/Grants	2,663,289
Other Sources	<u>1,494,945</u>

Total Revenues \$ 22,767,673

Expenditures

Instruction	\$ 1,708,111
Instructional Support	<u>900,339</u>

Total Instruction 2,608,450

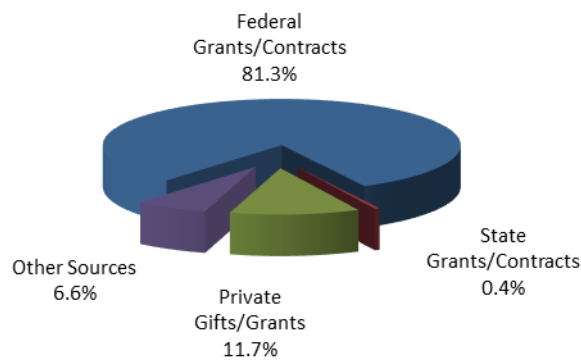
Public Service	2,873,521
Student Services	16,243,563
Facilities Management	<u>816,124</u>

Total Expenditures 22,541,658

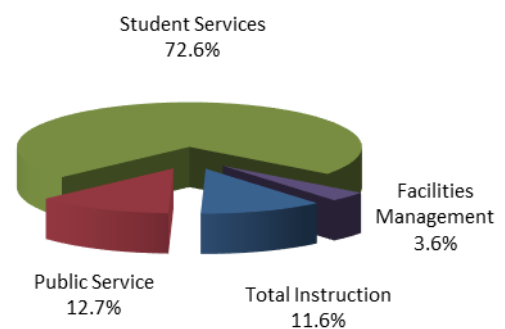
Revenues Over/(Under) Expenditures 226,015

Beginning Fund Balance 9,467,956

Ending Fund Balance \$ 9,693,971



Revenues



Expenditures

Restricted Fund

Grant Detail

Delta College Listing of Grant Programs

July 1, 2025 – June 30, 2026

Grant Title, Description and Funding Agency	Amount Awarded	Dates of Grant
American Chemical Society – Prepare CTP Seed Grant – Develop outreach opportunities to engage high school students by collaborating with partners across the Great Lakes Bay Area to effectively advocate for technical professionals and promote technical careers. Funded by the American Chemical Society.	\$19,963	01/06/2025 – 12/31/2025
Broadcasting – Community Service Grant – Assist WDCQ-TV to maintain current systems and programming for the mid- Michigan community. Funded by Corporation for Public Broadcasting.	\$883,982	10/01/2024 – 09/30/2025
Broadcasting – Universal Service Support Grant – Strengthen and support local services to advance the core mission and public service positioning of WDCQ-TV in its community. Funded by Corporation for Public Broadcasting.	\$91,537	10/01/2024 – 09/30/2025
Broadcasting – Interconnection Grant – Support the technical interconnection system, which is the means by which PBS, regional distributors and other entities distribute programming material nationwide. Funded by Corporation for Public Broadcasting.	\$14,032	10/01/2024 – 09/30/2025
Broadcasting – Michigan Department of Education – Delta College WDCQ-TV is a subcontractor to Detroit Public Television (WTVS), in the statewide Michigan Learning Channel initiative.	\$250,000	10/01/2024 – 09/30/2025
Broadcasting – Next Generation Warning System (NGWS) Grant – Purchase new equipment that will improve the public tv station resilience and support the transmission of reliable emergency warnings to the public. Funded by the Federal Emergency management Agency (FEMA). Passed through the Corporation for Public Broadcasting.	\$976,708	06/20/2024 – 09/30/2025
EMC Foundation – Workcred – ConneC+D (Certification+Degree) Pathways to support first-generation, low-income, and adult learners.	\$62,500	08/01/2022 – 07/31/2025
Local Leadership 2024-2025 – Strengthening career and technical education for the 21 st Century Act of 2018, Perkins V. Funded by the U.S. Dept. of Education passed through Workforce Development Agency of Michigan.	\$9,200	07/01/2024 – 06/30/2025
MCCA – ADN to BSN Completion Grant Program – To support the creation and execution of a program that allows individuals in Michigan with an ADN to complete a BSN degree. Funded by federal state local fiscal recovery funds (SLFRF). Passed through Michigan Community College Association (MCCA).	\$2,170,588	10/15/2023 – 09/30/2026
MCAN Reconnect Now Grant – Assist in removing financial barriers and fostering college enrollment through intentional outreach and enrollment support strategies. Funded by the U.S. Dept of Education. Passed through Michigan College Access Network (MCAN).	\$8,000	03/01/2025 – 02/28/2026
MEDC Advanced Manufacturing Higher Education Strategic Investment Grant – Delta will purchase a FANUC Collaborative Robot (Cobot) CERT trainer cel and also expand semiconductor apprenticeship programming to develop certificates and job skills employers need for talent pipeline. Funded by the U.S. Dept of Education. Passed through the Michigan Economic Development Corporation (MEDC).	\$77,203	01/01/2025 – 06/30/2026
MEDC Advanced Manufacturing Higher Education Strategic Investment Grant – Delta will pursue three activities to bring exposure to the areas of semiconductors and other advanced manufacturing, including: semiconductor exploration for K-12, STEM Explorer and Girls Day Out. Funded by the Michigan Economic Development Corporation (MEDC).	\$101,500	01/01/2025 – 06/30/2026

Grant Title, Description and Funding Agency	Amount Awarded	Dates of Grant
Michigan Works! – Wagner Peyser, PATH, WIOAA Adult, WIOA Dislocated Worker, RESEA, TGAAA and TAA/NAFTA, WIOA Basic Career Services, Reemployment Services, Business Services and Related Programs – Provide instruction/access to job seekers to enter job orders, resumes, and find "matches" on the Internet. Funded by Great Lakes Bay Region Michigan Works! Administration.	\$2,574,128	10/01/2024 – 09/30/2025
Michigan College/University Partnership (MICUP) 2024-2025 with Central Michigan University – Assist students with the transition to Central Michigan University. Funded by the Michigan Department of Labor & Economic Opportunity, passed through Central Michigan University.	\$2,000	10/01/2024 – 09/30/2025
Michigan College/University Partnership (MICUP) 2024-2025 with Michigan Technological University – Assist minority students to transfer to Michigan Tech University. Funded by the Michigan Talent Investment Agency (TIA) / Workforce Development Agency (WDA) King-Chavez-Parks Initiative grant, passed through Michigan Technological University.	\$6,000	10/01/2024 – 09/30/2025
MIIE International Grant – Expand International and Intercultural Offering Through Curriculum – Expanding travel-experience, learning opportunities, and creating new transfer relationships with colleges to meet the educational needs of culturally underserved persons of the student body. Funded by the Midwest Institute for International/Intercultural Education.	\$7,500	07/01/2023 – 12/31/2025
MiLEAP Growing Institutional Capacity Grant – Assists in developing technology to help eliminate barriers to educational completion for low-income students. Funded by federal state local fiscal recovery funds (SLFRF). Passed through Michigan Department of Lifelong Education, Advancement and Potential (MiLEAP).	\$229,000	04/01/2025 – 03/31/2027
MiLEAP Barrier Removal, Direct to Students Grant – Dollars will be used to respond to the top needs identified to us by students: food, basic needs grants, and textbooks, with over half of the dollars to be awarded as emergency grants. Funded by Michigan Department of Lifelong Education, Advancement and Potential (MiLEAP).	\$267,801	09/01/2024 – 08/31/2026
Motorcycle Safety Program Funding (Motorcycle Purchase) – Purchase new motorcycles for use in the safety program. Funded by the Michigan Department of State.	\$55,000	10/01/2024 – 09/30/2025
Motorcycle Safety 2024-2025 – Provide motorcycle safety training to Great Lakes Bay residents. Funded by the Michigan Department of State.	\$112,556	10/01/2024 – 09/30/2025
NSF-NEVTEX – Northwest Engineering and Vehicle Technology Exchange – Delta College is a subrecipient of Central Oregon Community College, working with 15 subrecipient colleges on the development of an electric vehicle (EV) certificate or degree.	\$96,854	07/01/2023 – 06/30/2026
Carl D. Perkins Career and Technical Education Grant 2024-2025 – Provide instructional equipment, professional development, program planning, academic and support services, and career guidance and placement. Funded by U.S. Dept. of Education passed through Workforce Development Agency of Michigan.	\$996,960	07/01/2024 – 06/30/2025
TalentFirst Grant – Develop an improved student support system for all our students through system elements that serve all student common needs and adult specific elements. Funded by TalentFirst Inc. and Michigan Center for Adult College Success (MCACS).	\$50,000	12/12/2024 – 09/30/2025
TRIO – Equal Opportunity Center (EOC) – Provide information on pursuing a postsecondary degree, assistance on admissions and information to improve the financial and economic literacy of students. Funded by U.S. Dept. of Education.	\$1,363,765	09/01/2021 – 08/31/2026
U.S. Dept. of Education – Congressionally Funded Community Project (CFCP) Semiconductor Funding – Develop programs for semiconductor production and research and provide K-12 engagement for STEM topics.	\$284,000	09/01/2024 – 08/31/2027

Delta College Restricted Fund

Five Year Actual History

	2020-2021	2021-2022	2022-2023	2023-2024	Projected 2024-2025
Revenues					
Federal Grants/Contracts	\$ 26,814,469	\$ 27,404,918	\$ 19,422,594	\$ 16,764,654	\$ 18,778,527
State Grants/Contracts	149,815	161,599	577,300	404,312	733,157
Private Gifts/Grants	2,090,208	2,212,644	2,169,976	2,177,080	2,441,105
Other Sources	<u>1,088,581</u>	<u>1,148,279</u>	<u>1,310,541</u>	<u>1,477,191</u>	<u>1,447,517</u>
Total Revenues	<u>30,143,073</u>	<u>30,927,440</u>	<u>23,480,411</u>	<u>20,823,237</u>	<u>23,400,306</u>
Expenditures					
Instruction	1,320,036	1,080,149	982,409	882,634	1,673,434
Instructional Support	<u>688,428</u>	<u>1,364,060</u>	<u>871,721</u>	<u>163,910</u>	<u>500,545</u>
Total Instruction	2,008,464	2,444,209	1,854,130	1,046,544	2,173,979
Public Service	1,644,467	1,820,328	2,028,244	2,065,251	2,200,179
Information Technology	-	-	516,168	-	-
Student Services	19,325,424	22,317,836	15,399,664	16,919,810	17,891,912
Institutional Administration	738,960	208,122	402,535	-	-
Facilities Management	<u>222,592</u>	<u>322,435</u>	<u>134,805</u>	<u>236,395</u>	<u>408,740</u>
Total Expenditures	<u>23,939,907</u>	<u>27,112,930</u>	<u>20,335,546</u>	<u>20,268,000</u>	<u>22,674,810</u>
Transfers In/(Out)	<u>(4,727,280)</u>	<u>(2,930,561)</u>	<u>(2,537,724)</u>	<u>77,865</u>	<u>(1,013,118)</u>
Total Expenditures and Transfers	<u>28,667,187</u>	<u>30,043,491</u>	<u>22,873,270</u>	<u>20,190,135</u>	<u>23,687,928</u>
Revenues Over/(Under) Expenditures and Transfers	1,475,886	883,949	607,141	633,102	(287,622)
Beginning Fund Balance	<u>6,155,500</u>	<u>7,631,386</u>	<u>8,515,335</u>	<u>9,122,476</u>	<u>9,755,578</u>
Ending Fund Balance	<u>\$ 7,631,386</u>	<u>\$ 8,515,335</u>	<u>\$ 9,122,476</u>	<u>\$ 9,755,578</u>	<u>\$ 9,467,956</u>

Notes Regarding Restricted Fund Activities:

1. Fiscal year 2020-2021 through 2022-2023 increase in Federal Grant Revenues and Expenditures is due to Federal Coronavirus relief grants received from the US Department of Education. The spending deadline for these grants is June 30, 2023, with a no cost extension application available for up to an additional year to spend remaining funds, if approved. The College will apply, but we expect to have remaining funds under \$300,000 as of June 30, 2023.
2. The majority of the Transfers Out for fiscal years 2020-2021 through 2022-2023 consists of transfers from the Coronavirus relief grants to reimburse the College for online fees refunded to students in 2020-2021 and reimbursements for lost revenues in each of the three years. The majority of the estimated lost revenue reimbursements is for tuition and fees, Workforce Strategies training revenue and Auxiliary Services revenues. A significant amount of the transfer out in fiscal year 2022-2023 was to cover expenses incurred to improve the College's HVAC system in response to Coronavirus. These expenses were recorded in the College's Plant Fund and a transfer out of the HEERF grants was made to cover these expenses.
3. The majority of \$3.0 million increase in Students Services expenditures in fiscal year 2021-2022 was due to an increase in the amount of direct financial assistance grants distributed to students from the HEERF grants.
4. Federal Grant Revenue and Total Expenses and Transfers decreased in fiscal year 2023-2024 due to significantly less HEERF grant spending. As of June 30, 2023, there was only a balance of \$229,300 remaining to be spent during fiscal year 2023-2024.
5. Net Transfers In/(Out) includes \$1,000,000 transfer to the TV quasi-endowment fund and \$75,000 transfer to the Radio quasi-endowment fund.

Delta College Restricted Fund

Public Broadcasting Activities

	2020-2021	2021-2022	2022-2023	2023-2024	Projected 2024-2025	Budgeted 2025-2026
Television						
Support and Revenue						
College General Fund Support	\$ 562,083	\$ 591,774	\$ 650,094	\$ 672,759	\$ 588,350	\$ 622,247
Corporation for Public Broadcasting	1,351,836	936,870	907,024	931,653	1,159,581	1,795,289
Donations/Gifts/Grants/Memberships	681,552	715,531	673,783	692,880	859,271	568,500
Television Underwriting	56,421	36,973	33,782	26,353	28,000	40,000
Other Income	392,716	420,550	467,258	609,238	576,512	475,000
Transfers In	-	-	(25,000)	-	-	-
Total Revenues	<u>3,044,608</u>	<u>2,701,698</u>	<u>2,706,941</u>	<u>2,932,883</u>	<u>3,211,714</u>	<u>3,501,036</u>
Expenditures						
Salaries and Fringe Benefits	880,104	991,127	1,058,294	1,106,678	1,019,319	1,095,144
Supplies and Services	1,070,087	1,166,204	1,139,859	1,154,442	1,365,377	1,216,000
Facilities and Equipment	91,553	11,527	211,360	235,907	180,000	906,708
Transfers Out	-	-	-	-	1,000,000	-
Total Expenditures	<u>2,041,744</u>	<u>2,168,858</u>	<u>2,409,513</u>	<u>2,497,027</u>	<u>3,564,696</u>	<u>3,217,852</u>
Support and Revenue Over (Under) Expenditures	\$ 1,002,864	\$ 532,840	\$ 297,428	\$ 435,856	\$ (352,982)	\$ 283,184
Beginning Fund Balance	<u>3,512,486</u>	<u>4,515,350</u>	<u>5,048,190</u>	<u>5,345,618</u>	<u>5,781,474</u>	<u>5,428,492</u>
Ending Fund Balance	<u>\$ 4,515,350</u>	<u>\$ 5,048,190</u>	<u>\$ 5,345,618</u>	<u>\$ 5,781,474</u>	<u>\$ 5,428,492</u>	<u>\$ 5,711,676</u>
Radio						
Support and Revenue						
College General Fund Support	\$ 167,711	\$ 189,855	\$ 208,316	\$ 215,842	\$ 143,358	\$ 173,831
Donations/Gifts/Grants/Memberships	160,652	149,717	169,921	161,961	151,086	128,000
Radio Underwriting	42,929	48,773	57,438	51,841	35,000	25,000
Other Income	4,490	4,714	14,705	33,249	12,000	18,000
Total Revenues	<u>375,782</u>	<u>393,059</u>	<u>450,380</u>	<u>462,893</u>	<u>341,444</u>	<u>344,831</u>
Expenditures						
Salaries and Fringe Benefits	193,535	217,254	237,102	246,927	197,086	271,632
Supplies and Services	88,853	105,735	104,427	97,128	98,825	66,000
Transfers Out	-	-	-	-	75,000	-
Total Expenditures	<u>282,388</u>	<u>322,989</u>	<u>341,529</u>	<u>344,055</u>	<u>370,911</u>	<u>337,632</u>
Support and Revenue Over (Under) Expenditures	\$ 93,394	\$ 70,070	\$ 108,851	\$ 118,838	\$ (29,467)	\$ 7,199
Beginning Fund Balance	<u>130,692</u>	<u>224,086</u>	<u>294,156</u>	<u>403,007</u>	<u>521,845</u>	<u>492,378</u>
Ending Fund Balance	<u>\$ 224,086</u>	<u>\$ 294,156</u>	<u>\$ 403,007</u>	<u>\$ 521,845</u>	<u>\$ 492,378</u>	<u>\$ 499,577</u>

Notes Regarding Broadcasting Activities:

1. 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.
2. In fiscal year 2019-2020, \$1,000,000 was transferred from the TV quasi-endowment back into the Broadcasting Fund in anticipation of cash needs for the Station's upcoming renovation project, which accounts for the significant increase in Other Income.
3. In fiscal year 2019-2020 and 2020-2021, the TV received federal Coronavirus Relief Funds passed through CPB in the amounts of \$260,205 and \$487,890, respectively. This funding is unrestricted to its use and there is no specified spending timeframe.
4. The increases in Other Income in years 2022-2023 through 2024-2025 is due to increased investment income due to increases in interest rates.
5. The increase in fiscal year 2024-2025, CPB grant revenue and capital outlay expenses is due to receipt of a FEMA grant award passed through CPB in the amount of \$976,708 to be used to upgrade transmission equipment to support improved broadcast signal for the NEXT Generation Warning System network. Approximately \$170,000 of the funding will be spent during fiscal year 2024-2025, with the remainder in fiscal year 2025-2026.
6. In fiscal year 2024-2025 \$1,000,000 and \$75,000 was transferred to the TV quasi-endowment fund and Radio quasi-endowment fund, respectively.

Notes

Auxiliary Fund

Notes

Auxiliary Fund Overview and Operations

The Auxiliary Fund supports activities that provide essential products and services to students, faculty, staff, and the broader community. These services, while revenue-generating, play a crucial role in enhancing the overall educational experience at Delta College. The goal of auxiliary operations is to be financially self-sustaining while maintaining affordability and accessibility.

Auxiliary Fund Activity Categories

The College operates the following auxiliary services, each contributing to the student experience and operational efficiency:

- Bookstore
- Food Services
- Fitness and Recreation Center
- Printing
- Planetarium Gift Shop and Conference Services
- College Vehicles

Bookstore

The Bookstore serves as the largest operation in the Auxiliary Fund, providing new and used textbooks, course packs, and instructional materials to support academic programs. To increase affordability for students, a significant portion of the inventory consists of repurchased textbooks. The Bookstore operates both in-store and online, ensuring accessibility and convenience. Beyond textbooks, the Bookstore offers school supplies, Delta College-branded merchandise, and technology accessories, making it a key resource for students and faculty alike.

Food Services

Food Services operate at Red Brix Café and Coffee 'n More on the main campus, offering a variety of food and beverage options for students, faculty, and staff. In addition to daily food service, the College provides catering services for campus events and manages vending machines at multiple locations, including off-campus centers.

In April 2021, the College transitioned from a self-operated model to a partnership with Creative Dining Services to enhance food quality, sustainability, and overall dining experience. Creative Dining, which serves multiple community colleges and universities in Michigan, brings several advantages, including:

- A full-time food service director
- Nutritional labeling and wellness programs
- Partnerships with local farms to support sustainability

The five-year contract with Creative Dining (July 1, 2021 – June 30, 2026) allows flexibility for continuous assessment and service adjustments based on campus needs and foot traffic.

Fitness and Recreation Center

The Fitness and Recreation Center supports health and wellness through:

- Cardio and weight training rooms
- Three pools (lap, leisure, and therapy)
- Membership services for students, faculty, staff, and the community
- Non-academic fitness classes

These services generate revenue while fostering a culture of health and wellness on campus.

Printing Services

Printing Services provide in-house printing and copying for faculty, staff, and students. These services help reduce outsourcing costs for the College and maintain quick turnaround times for instructional materials, promotional materials, and other essential documents.

Planetarium Gift Shop & Conference Services

The Planetarium Gift Shop generates revenue through merchandise sales related to astronomy, science, and educational gifts. Additionally, Conference Services support campus and community events, offering space rentals and event coordination at the Planetarium and other College facilities.

College Vehicles

Delta College maintains a fleet of college-owned vehicles for official business, faculty and staff travel, and student field trips. The auxiliary fund supports vehicle maintenance, fuel and eventual replacements.

Budgeting and Financial Sustainability

Each auxiliary service operates on an individual budget based on projected revenue and expenses. Financial planning includes:

- Covering operational costs while maintaining affordability
- Building reserve funds for equipment repairs, facility upgrades, and unforeseen expenses
- Adjusting services based on demand, campus traffic, and external economic factors

Historically, the auxiliary budget included a \$250,000 transfer to the General Fund to support general college operations. However, starting in the 2023-2024 fiscal year, this transfer has been paused to help stabilize the Food Services operation as it adjusts to evolving campus dining habits and traffic pattern. Instead, any net income from auxiliary operations will remain within the Auxiliary Fund to strengthen its financial position. At the end of each fiscal year, the College will evaluate whether a transfer to the General Fund is needed.

By maintaining a strategic approach to auxiliary operations, Delta College ensures that these services remain financially sustainable while continuing to meet the needs of students and the campus community.

Delta College Auxiliary Fund

	Actual 2021-2022	Actual 2022-2023	Actual 2023-2024	Projected 2024-2025	Budgeted 2025-2026
Bookstore					
Revenues	\$ 2,887,809	\$ 3,224,769	\$ 3,515,580	\$3,472,261	\$3,530,600
Expenditures	<u>2,864,362</u>	<u>3,024,001</u>	<u>3,241,342</u>	<u>3,406,186</u>	<u>3,489,769</u>
Net Income (Loss)	\$ <u>23,447</u>	\$ <u>200,768</u>	\$ <u>274,238</u>	\$ <u>66,075</u>	\$ <u>40,831</u>
Food Services					
Revenues	397,634	625,496	768,320	758,216	799,000
Expenditures	<u>933,908</u>	<u>1,022,007</u>	<u>1,111,046</u>	<u>1,003,722</u>	<u>1,058,137</u>
Net Income (Loss)	\$ <u>(536,274)</u>	\$ <u>(396,511)</u>	\$ <u>(342,726)</u>	\$ <u>(245,506)</u>	\$ <u>(259,137)</u>
Fitness & Recreation Center					
Revenues	178,224	255,318	271,966	324,764	335,150
Expenditures	<u>222,087</u>	<u>251,982</u>	<u>248,325</u>	<u>290,074</u>	<u>312,870</u>
Net Income (Loss)	\$ <u>(43,863)</u>	\$ <u>3,336</u>	\$ <u>23,641</u>	\$ <u>34,690</u>	\$ <u>22,280</u>
Other Auxiliary Activities					
Revenues	374,796	431,087	457,088	483,995	461,000
Expenditures	<u>284,363</u>	<u>492,672</u>	<u>386,120</u>	<u>586,960</u>	<u>408,040</u>
Net Income (Loss)	\$ <u>90,433</u>	\$ <u>(61,585)</u>	\$ <u>70,968</u>	\$ <u>(102,965)</u>	\$ <u>52,960</u>
Total Auxiliary Services					
Revenues	3,838,463	4,536,670	5,012,954	5,039,236	5,125,750
Expenditures	<u>4,304,720</u>	<u>4,790,662</u>	<u>4,986,833</u>	<u>5,286,942</u>	<u>5,268,816</u>
Net Income (Loss)	\$ <u>(466,257)</u>	\$ <u>(253,992)</u>	\$ <u>26,121</u>	\$ <u>(247,706)</u>	\$ <u>(143,066)</u>
Transfers In (Out)					
General Fund	(250,000)	(250,000)	-	-	-
Other Funds	<u>577,338</u>	<u>292,280</u>	-	-	-
Total Transfers	\$ <u>327,338</u>	\$ <u>42,280</u>	\$ <u>-</u>	\$ <u>-</u>	\$ <u>-</u>
Change in Fund Balance	(138,919)	(211,712)	26,121	(247,706)	(143,066)
Beginning Fund Balance	<u>7,430,248</u>	<u>7,291,329</u>	<u>7,079,617</u>	<u>7,105,738</u>	<u>6,858,032</u>
Ending Fund Balance	\$ <u>7,291,329</u>	\$ <u>7,079,617</u>	\$ <u>7,105,738</u>	\$ <u>6,858,032</u>	\$ <u>6,714,966</u>

Notes on Auxiliary Activities:

- Other auxiliary activities include Printing Services, Planetarium gift shop and conference services, and College fleet vehicles. 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 replacement.
- The 2024-2025 projected decrease in Bookstore revenues is due to a strong movement toward Open Educational Resources (OER), which benefits our students since OER materials are generally free or very low cost.
- Food Services has reduced some of the services offered during the Spring/Summer semesters during fiscal year 2023-2024 and 2024-2025 in an attempt to reduce their operating deficit. Also, in order to help subsidize the Food Service operation, beginning with fiscal year 2023-2024, the College is no longer budgeting the \$250,000 transfer from Auxiliary Services to the General Fund. If auxiliary operating results improve, the transfer may be reinstated in the future.
- In an attempt to keep pace with rising operating costs, the Fitness & Recreation Center will be implementing a modest membership fee increase in fiscal year 2025-2026. On average, a membership will increase by \$17.
- The majority of the fiscal year 2022-2023 and 2024-2025 deficits in Other Auxiliary Activities is due to purchases of new equipment for Printing Services to replace existing machines that were at the end of their useful lives. In 2022-2023 several multi-function copying devices used throughout the College were replaced. In fiscal year 2024-2025, Board approval was received to purchase three production copiers to replace old units at a cost of approximately \$181,000. The three current production copiers were purchased in 2015 with an estimated life cycle of 5 to 7 years.
- For fiscal years 2021-2022 through 2022-2023 the majority of Transfers In represents amounts received from COVID relief HEERF grants to offset ongoing revenues lost due to Coronavirus. The College was able to charge the HEERF grants for revenues lost on a gross basis, not taking into consideration any reduction of expenses.

Notes

Plant Fund

Notes

The **Plant Funds** are used to record the flow of money for capital expenditures related to buildings and equipment. The College maintains a “Facility Maintenance and Equipment Replacement Fund” in addition to a “Building and Site Fund (Construction and Full Replacement).” Budgeting and reporting for both funds are presented in one document entitled “Plant Fund” on page 90.

Each year funds are transferred to the Plant Funds from the General Fund and other funds as applicable for building projects. For 2025-2026, the following major transfers from the General Fund have been budgeted:

Asset Life-Cycle Replacement/Depreciation	\$ 3,015,000
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The College operates instructional satellite centers in each of the three counties in its district: Bay City, Midland, and Saginaw.

The **Downtown Bay City Center** opened in February of 1997. 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.

The 33,000 square foot **Downtown Midland Center** opened in Fall of 2021 replacing the Wheeler Street location in the City of Midland. Delta College was able to secure \$9.15 million in private sector donations to apply to the cost, with the remaining dollars provided through Delta College’s accumulated Plant Fund reserves. Total project costs were \$13 million. The Downtown Midland Center focuses on STEM (Science, Technology, Engineering and Math) tracks and courses focused on health career exploration, which joined a strong certified nursing assistant program already in place. Introducing students to healthcare and STEM jobs will put them in touch with high demand careers. In addition, this facility allows for expanded college readiness activities and programs.

The 37,000 square foot **Downtown Saginaw Center** opened in Fall of 2019 replacing the leased Ricker Center in Buena Vista Township. This \$12,685,600 project was constructed through the State of Michigan Capital Outlay process with the State Building Authority and Delta College funding \$6,342,800 equally. The Downtown Saginaw Center functions as a Community Outreach Center that extends the College into the urban environment and engaging the significant under-served and under-represented population, as well as a Transfer Center with a focus on general education or core courses that prepare students, including dual enrolled high school students, for transfer to a four-year college or university.

In addition to the 640-acre, 958,000 square foot main campus facility, the College owns an on-premises Farmhouse and the Gilford Township Digital Broadcasting Tower.

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



**Delta College Downtown
Bay City Center & Planetarium**



**Delta College Downtown
Saginaw Center**



**Delta College Downtown
Midland Center**

Delta College Plant Funds

Building and Facility Improvements Funds

	Actual 2021-2022	Actual 2022-2023	Actual 2023-2024	Projected 2024-2025	Budgeted 2025-2026
Revenues					
Investment Income (Loss)	\$ (296,434)	\$ 776,047	\$ 2,058,438	\$ 2,416,953	\$ 1,600,000
Private Gifts/Grants	178,734	12,642	40,025	10,000	10,000
State Grants/Appropriations	1,011,293	356,724	-	-	2,423,195
Transfer from General Fund	7,616,578	8,262,438	11,122,579	13,657,000	3,630,000
Other Sources and Transfers	<u>428,400</u>	<u>2,147,626</u>	<u>19,940</u>	<u>10,000</u>	<u>10,000</u>
Total Revenues	<u>8,938,571</u>	<u>11,555,477</u>	<u>13,240,982</u>	<u>16,093,953</u>	<u>7,673,195</u>
Expenditures					
Equipment					
Instruction	73,097	40,832	-	-	-
Instructional Support	<u>27,104</u>	<u>-</u>	<u>30,502</u>	<u>-</u>	<u>-</u>
Total Instruction	100,201	40,832	30,502	-	-
Public Service	-	40,046	5,220	60,000	-
Information Technology	-	-	212,775	150,000	300,000
Student Services	81,108	13,888	-	-	-
Institutional Administration	<u>130,731</u>	<u>175,956</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Equipment	312,040	270,222	248,497	210,000	300,000
Renovations and Transfers	<u>7,023,694</u>	<u>4,693,994</u>	<u>2,877,181</u>	<u>9,750,000</u>	<u>11,662,983</u>
Total Expenditures	<u>7,335,734</u>	<u>4,964,216</u>	<u>3,125,678</u>	<u>9,960,000</u>	<u>11,962,983</u>
Revenues Over/(Under) Expenditures	1,602,837	6,591,261	10,115,304	6,133,953	(4,289,788)
Beginning Fund Balance	<u>36,257,373</u>	<u>37,860,210</u>	<u>44,451,471</u>	<u>54,566,775</u>	<u>60,700,728</u>
Ending Fund Balance	<u>\$ 37,860,210</u>	<u>\$ 44,451,471</u>	<u>\$ 54,566,775</u>	<u>\$ 60,700,728</u>	<u>\$ 56,410,940</u>

1. The fiscal year 2021-2022 and 2022-2023 State Grants and Appropriations represents the State's 50% match on the Electronic Media Broadcasting A Wing renovation project, which was completed in fiscal year 2022-2023.
2. The majority of the \$2.1 million of Other Sources and Transfers for fiscal year 2022-2023, is a transfer in from the HEERF Grant to fund upgrades to the HVAC system made in response to COVID-19.
3. The increase in General Fund Transfers for fiscal year 2023-2024 is due to an anticipated transfer of \$8.2 million of projected net income in excess of the required minimum 10% fund balance. In recent years, a portion of the annual savings was reserved in the Designated Fund. In fiscal year 2023-2024 it was decided that the entire amount of savings should go to the Plant Fund to ensure that we build ample reserves to cover the College's future deferred maintenance projects and continue to provide state of the art instructional equipment.
4. The fiscal year 2024-2025, \$2.4 million of State Grants/Appropriations is the State's share of the K Wing renovation project.
5. The fiscal year 2025-2026, \$2.4 million of State Grants/Appropriations is the State's share and will be completed this year.

Delta College Plant Fund

Historical Projects

Date	Project Name	Total Cost	State of MI Share	College/Plant Fund Share	Foundation
1997-1999	Science and Learning Technology	\$ 26,000,000	\$ 12,500,000	\$ 6,000,000	\$ 7,500,000
2002-2004	Campus Renovation II Project	42,000,000	18,000,000	24,000,000	-
2005	H and J Wings and East Courtyard Renovation	5,800,000	-	5,800,000	-
2008	South Campus Parking and Stormwater Drain	4,800,000	-	4,800,000	-
2013	Health Professions Building	18,000,000	9,000,000	9,000,000	-
2019	Downtown Saginaw Center	12,685,600	6,342,800	6,342,800	-
2022	Electronic Media Broadcasting	2,736,000	1,368,000	1,368,000	-
2025	K Wing Renovation	6,725,900	2,432,195	4,293,705	-

Information Technology and Computer Science – K Wing

In January of 2024, Delta College received State of Michigan Planning Authorization for the Information Technology and Computer Science – K Wing Addition and Renovation project. Delta College submitted this project for consideration through the Capital Outlay Process in October of 2022. The State Building Authority has agreed to pay \$2,423,195 or 42.5% of the 2022 projected project cost of \$5,701,635. This cost has now increased to \$6,725,900. The College will cover any remaining project costs. This project will renovate Delta College's Information Technology, Computer Science, and Office Professions wing, located on its main campus. The current facilities were constructed in 1961 with only minor updates since. Although the existing building has been maintained well, many of the architectural finishes, mechanical and electrical systems are at the end of their useful life and need to be replaced to meet the needs of the current programs and learning environments.

When upgraded and revitalized, the area will provide state-of-the-art computer lab and classroom spaces for multiple computer and business courses. Along with the upgrades, 4,723 square feet of new space has been programmed to be added on to the building including an expanded cyber security classroom, multiple shared computer science classroom and lab spaces, along with needed storage, and support spaces.



Artist Rendering of K Wing Renovation

Delta College Plant Fund

Student Resource Center Renovation – A Wing

Delta College is proposing a renovation of its current, existing Library space, with the resulting Resource Center becoming a focal point of campus. The area being proposed for renovation (not new construction) is approximately 46,300 square feet, located on the south side of our main campus building. The changes in layout would support Delta College's vision for removing barriers for students.

Utilizing the current Library space in a more efficient manner will allow for the addition of a major College Concourse through the middle of the space, which will connect a new south entrance point to the Library, Resource Center and the existing circulation network of main campus. The proposed Resource Center/Library will centralize essential services such as tutoring, mental health counseling, basic needs support (food pantry, housing assistance), and technological resources in a single, accessible location, thus reducing the impact of barriers that our students face. It will serve as a hub for both physical and digital student engagement, offering flexible learning spaces, enhanced digital tools, and proactive outreach to meet the diverse needs of our students.

As our student body and its needs have changed, we realize that offering services to support student learning and potential, must be addressed in a facility designed for the latest educational landscape we now face. The new design will offer resources related to the Library, along with other high impact services. This will increase access and collaboration, to help improve student persistence and completion in all academic programs. By connecting and making all resource services more visible, we will elevate student participation as they reach out for our help. The new design will create a space that welcomes visitors, while clarifying wayfinding.

The total estimated cost of the A Wing renovation project is \$21.6 million. Delta College has submitted a Capital Outlay request to the State of Michigan to support funding for this transformative investment in student success and campus modernization.



Delta College Plant Fund

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. The major capital projects, when approved by the State, will require a 50% College match. Following are the prioritized projects submitted in Fall 2023 for fiscal year 2025-2029 planning.

Priority	Major Capital Projects	Amount
1	Business and Office Professions – K Wing	\$ 6.725 million
2	Campus Wayfinding Initiative	2.841 million
3	Student Resource Center	21.599 million
Priority	Major Maintenance Projects	Amount
1	P Wing Roof Replacement	\$ 1.029 million
2	S Wing Façade and Lifecycle Roofing Repairs	1.644 million
3	Roofing Replacements	1.029 million

Facility Maintenance and Equipment Life Cycle Replacement

The current appraised replacement value of college buildings and equipment is \$476 million. The Building Research Council recommends an annual life cycle replacement allocation of 2% to 4% of the asset value to fund routine maintenance and capital renewal. Using the midpoint of 3% would result in an allocation of \$14.28 million annually. Likewise, a simple 30-year life cycle replacement calculation would call for an annual allocation of \$15.86 million.

Previously, \$2.0 million was budgeted annually for transfer from the General Fund to the Plant Fund for this purpose. Starting with the 2021-2022 budget, this annual transfer was increased to \$2.5 million to accumulate additional reserves in the Plant fund to maintain our downtown centers and continue with the practice of not incurring any debt. This transfer was increased to \$3.0 million in the fiscal year 2024-2025 budget. Industry standards suggest an additional \$7-8 million should be reserved annually to assure that existing facilities are maintained, and the value of the capital investment is preserved. Therefore, a portion of 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 to provide additional one-time funding for asset life cycle replacement needs, i.e., depreciation. Specific projects planned for completion and paid through these resources are included in the Capital Expenditures Budget on the following page.

Delta College Plant Fund

Capital Expenditures Budget

Plant Fund Capital Projects currently in planning for the fiscal year 2025-2026 Budget Year are listed below. The 07 Plant Fund is designated for large-scale capital projects, including new construction and full replacement initiatives. In contrast, the 08 Plant Fund supports routine maintenance, repairs, and lifecycle-based replacements.

Construction and Full Replacement (07)	Amount
B and D Wing Renovations	\$ 100,000
Controls Upgrade	311,000
EV Battery Storage	100,000
Farmhouse Projects	50,000
Gilford Tower Cooling Upgrades	260,000
K Wing Renovation	1,564,649
M 101 Ventilation Installation	400,000
OIT Projects	300,000
S Wing Façade and Lifecycle Roofing Repairs	1,644,180
Wayfinding Project	2,841,652
Total (07) Fund	\$ 7,571,481

Facility Maintenance and Equipment Replacement (08)	Amount
Roofing	\$ 100,000
Flooring	150,000
Site	100,000
Mechanical and Electrical	415,000
Access Improvement/Safety/Compliance	100,000
Interior	100,000
Exterior	265,000
Off Campus Centers	150,000
Telecomm	20,000
Facility and Equipment (Miscellaneous Renovations, Furnishings and Accessories)	275,000
Wayfinding Maintenance	10,000
Mechanical Lifecycle Replacement	215,043
Lifecycle Roofing Repairs	1,029,843
Electrical Infrastructure Lifecycle Replacement	106,200
Campus Parking Lots and Roadways	584,334
Lighting Upgrades	150,000
Planetarium Revolving Doors	185,000
Downtown Bay City Center Planetarium Stair Tread Replacement	38,000
S Wing Flooring Replacement	148,082
Water Tower Pump Improvements	150,000
Pioneer Gym Floor Refinishing	100,000
Total (08) Fund	\$ 4,391,502

Total Plant Fund	\$ 11,962,983
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Delta College Debt Detail

The College has the legal capacity to carry debt of up to \$148,540,173; with no current outstanding debt falling under this debt limitation. The Community College Act establishes debt capacity as 1.5% 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 \$14,479,017,339.

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

Notes

The **Endowment Fund** is used to record all endowments that have been established by the Delta College Foundation, for the benefit of the College’s students and programs. The Foundation receives and administers assets exclusively for charitable and educational purposes. If the money is in the form of an endowment, it is recorded in the Endowment Fund.

The Delta College Foundation was formed on November 7, 1979, to receive and administer funds to support the College. The Foundation assists the College in its educational mission and financially supports opportunities and innovation, including scholarships, educational programs, equipment and facilities. It is exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code.

While the Foundation is a separate legal entity from the College, the College presents the Foundation as a discretely presented component unit with the College’s financial statements. During 2024, management of the Foundation and the College determined that it was the intent of the Foundation to have the College manage the Endowment Fund, but not to transfer ownership of the Endowment Fund to the College. Prior to this determination, the College was reporting the Endowment Fund in their financial statements. During fiscal year 2024, the reporting was corrected and the ownership for the Endowment Fund is now properly being reported in the Foundation’s financial statements.

Since 1997, the College contracted with Morgan Stanley Wealth Management, LLC to manage the investment of the endowment funds, on behalf of the Foundation. Since 2024, the Foundation has assumed responsibility for managing the funds, while continuing the relationship with Morgan Stanley Wealth Management, LLC.

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 to the Delta College Foundation Board of Directors.

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 carried out based upon the criteria established by the donor at the time the gift is given to the Foundation.

Estimated distributions from the Endowment Fund to the College for the year 2024-2025 are as follows:

Fund	Amount
Designated Fund	\$ 108,400
Restricted Fund – Broadcasting	18,400
Restricted Fund – Programs and Scholarships	934,000
Building Fund	10,300
Foundation	169,700
Quasi-Endowments	<u>29,900</u>
 Total Distributions	 <u>\$ 1,270,000</u>

Delta College Endowment Fund

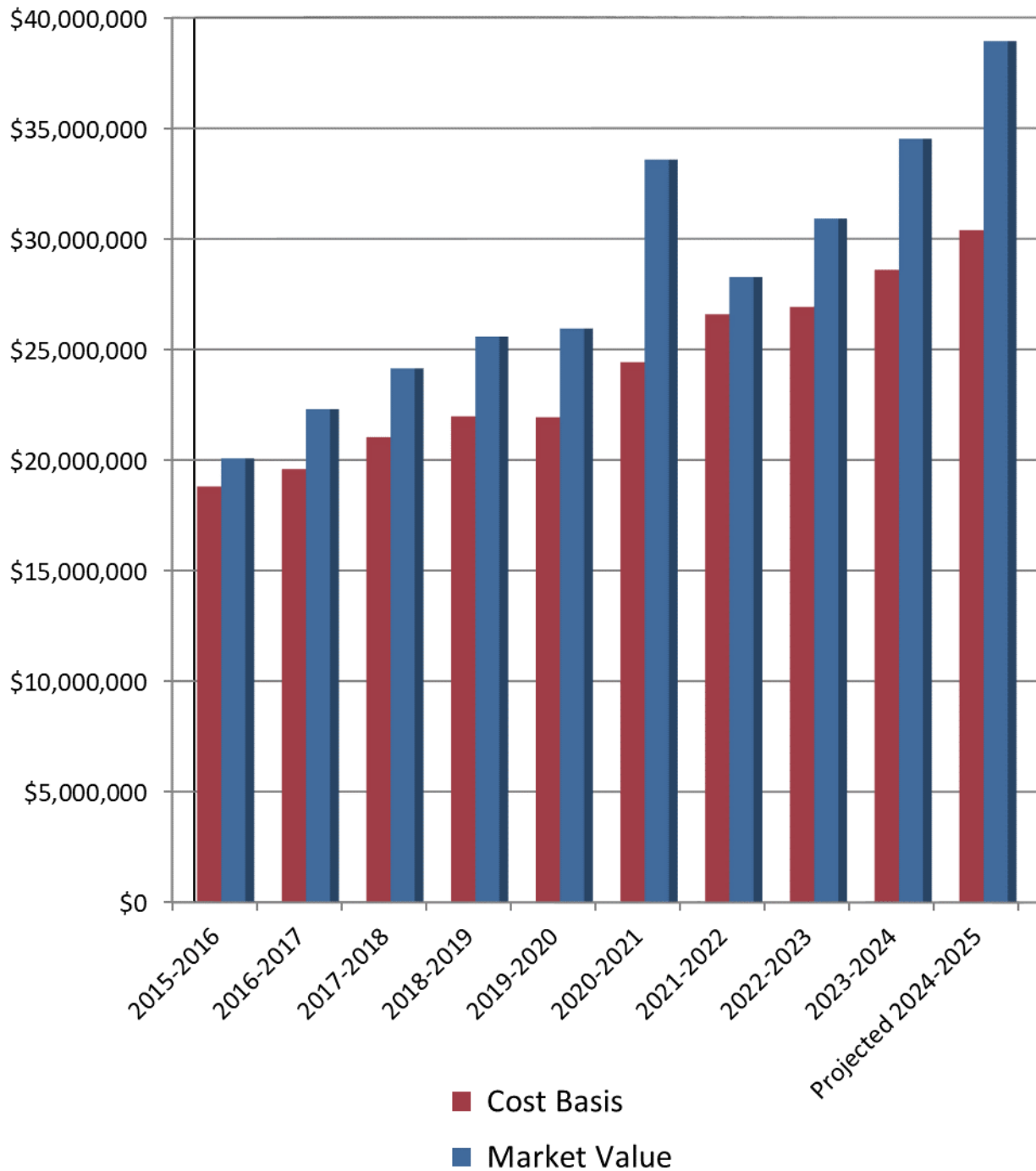
Ten Year Performance History

	Net Assets July 1	Gifts & Transfers	Earnings & Net Gain (Loss) On Investments	Distributions	Investment & Admin Fees *	Net Assets June 30
2015-2016	\$ 19,485,793	\$ 1,673,062	\$ (289,663)	\$ (634,519)	\$ (160,346)	\$ 20,074,327
2016-2017	20,074,327	548,335	2,739,488	(721,886)	(338,599)	22,301,665
2017-2018	22,301,665	590,500	2,408,874	(784,871)	(371,582)	24,144,586
2018-2019	24,144,586	1,124,998	1,553,605	(850,391)	(391,436)	25,581,362
2019-2020	25,581,362	(258,117)	1,924,913	(897,324)	(411,071)	25,939,763
2020-2021	25,939,763	1,144,822	7,902,747	(947,593)	(459,187)	33,580,552
2021-2022	33,580,552	1,709,596	(5,466,889)	(1,043,122)	(505,493)	28,274,644
2022-2023	28,274,644	1,087,818	3,174,852	(1,127,848)	(500,097)	30,909,369
2023-2024	30,909,369	1,086,485	4,265,321	(1,199,579)	(540,352)	34,521,244
Projected 2024-2025	34,521,244	1,432,200	1,128,795	1,270,700	579,319	38,932,258

*Beginning with fiscal year 2016-2017, the Foundation Office began charging all endowments a 1% annual administration fee.

Delta College Endowment Fund

Ten Year History



Notes

Glossary

Notes

Delta College Glossary

Administrative/Professional Staff (AP)

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

Balanced Budget

When expenditures do not exceed current revenues plus expendable fund balances.

Capital Expenditures

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. 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 Hour

A unit of measure that represents an hour of scheduled instruction given to students.

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

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 work 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 \$300 in order to be included in the College's fixed asset system, however, the capitalization policy for financial report and depreciation purposes is \$5,000.

Faculty (FAC)

Instructors on tenure track.

Fiscal Year (FY)

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

Delta College Foundation

A nonprofit, tax-exempt education corporation organized under Michigan law to receive gifts, grants, loans, bequest 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 30.

Gifts

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

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 report to the College's Investment Advisory Committee of the Board of Trustees.

Lecturer

A full-time temporary faculty position used to fill unexpected vacancies that are needed for more than one semester to meet student enrollment needs.

Part-Time Staff

Employment category involving services by individuals on a less than full-time basis paid for by the College. Par-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 operations.

- **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 fiscal year 2010-011, the State has eliminated the reimbursement from its annual funding appropriate for community colleges. The State reinstated the reimbursement effective with fiscal year 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 College. 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.

Workforce Strategies

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). Workforce Strategies is charged to break even or better thus not using General Fund dollars of the College to operate.

Notes

Fiscal Policies

Notes

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

Delta College is governed by the Board of Trustees which has the ultimate legal institutional authority; the administration, through the Office of the President, with input through shared 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 Bay, Midland and Saginaw 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 operate 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.

The Board meets monthly and all meetings are open to the public. All special meetings of the Board are posted in accordance with the Michigan Open Meeting Act. Michigan law requires a quorum of the Board, five trustees, to conduct business.

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.
- 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 and Budget Process

The College General Fund money is appropriated through a budget process. A Budget Cabinet is appointed by the President. The membership includes faculty and staff from across the College.

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 1.5% 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. 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 0.5%.

7. Adherence to Retirement Schedules

The College does not administer its own retirement system, however, it participates in the State of Michigan Public School Employees Retirement System (MPERS). Current GASB pronouncements require the College to record in its financial statements the College's proportionate share of the MPERS retirement system's unfunded long-term liability for future retirement and health care benefits. The College's full-time faculty and administration professional staff have the option to participate in the State's Optional Retirement Plan (ORP) in lieu of MPERS participation. This plan is administered by TIAA-CREF. 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 2026.

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.