

FISCAL YEAR 2027 CAPITAL OUTLAY PROJECT REQUEST

Institution Name: Delta College

Project Title: Student Resource Center/Library (A-wing)

Project Focus: ☐ Academic ☐ Research ☒ Administrative/Support

Type of Project: ☒ Renovation ☐ Addition ☐ New Construction

Program Focus of Occupants: Student Resource Center/Library (A-wing)

Approximate Square Footage: 46,300

Total Estimated Cost: \$23,602,876

Estimated Start/Completion Dates: May 2027 to August 2028

Is the Five-Year Plan posted on the institution's public internet site? ☒ Yes ☐ No

Is the requested project the top priority in the Five-Year Capital Outlay Plan? ☒ Yes ☐ No

Is the requested project focused on a single, stand-alone facility? ☐ Yes ☒ No

Please provide detailed, yet appropriately concise responses to the following questions that will enhance our understanding of the requested project.

1.A. Describe the project.

Delta College plans to renovate its existing Library, with the resulting Resource Center/Library becoming a focal point of campus. This top priority project will more effectively meet students' out-of-the-classroom needs and it will right-size our current library space on campus. The renovated area (not new construction) is approximately 46,300 square feet, located on the south side of main campus, in Bay County, but serving students from Bay, Midland and Saginaw counties.

The proposed Resource Center/Library will centralize essential services such as tutoring, mental health counseling, basic needs support, and technological resources in a single, accessible location, thus reducing the impact of barriers that our students face. Removing barriers of confusion, stigma, and accessibility will further transform our work to impact each individual.

Students in a recent survey told us they need our help finding their footing in order to fully engage and complete their desired certificate or degree. This renovation project will address the college's delivery of key out-of-the-classroom resources for students, by consolidation of services into a single area. Although help for students is currently available, our services are spread out across campus, making it difficult for students to find and visit.

Delta College's recent Campus Master Plan¹, helped us focus on how best to utilize our educational spaces to increase student retention and completion outcomes, which is the focus of our 4-year strategic plan.² The work examined the allocation of space across campus and sought opportunities to create more efficient uses of rooms, in order to support today's strategic goals. Renovation of the current Library space is an outcome of that space utilization study and the area ranked high in need in our Campus Master Plan.

¹ Delta College Campus Plan Report; by TowerPinkster; August 7, 2024.

² Delta College Strategic Plan; Pillar 1, Student Engagement, Retention, and Completion, page 19
<https://www.delta.edu/transparency/documents/strategic-plan-budget-2024-2025.pdf>

1.B. Scope of the project

Delta College's current Library and Learning Information Center (LLIC) was built as a leading model nationally for how to offer information services. We plan to again lead nationally in how to respond to the trends^[7] and the needs of today's students.

Libraries have greatly changed in the 21st century, ^{[8],[9]} with less stacks of books and magazines, and more digital resources.^[10] Space currently dedicated to the Library would be redesigned and repurposed to meet today's needs, with the inclusion of out-of-the-classroom academic resources and supports to assist students.

The Library is still a core part of Delta College's academic support services and it serves as a place for students to ask for help. Library staff serve the role of a "reference desk," connecting students to what's available and where to find it. This proposed renovation will help create a real hub of resource services to ensure students are aware of ALL of Delta's services.

All academic programs on our campus will benefit from the academic area of the Library becoming a Student Resource Center. To support Delta College's vision for removing barriers for all students, the Resource Center/Library will serve as an integral part of the College's delivery of key resources. The identified space consolidates several of Delta's initiatives into a single area. These services are currently spread out across campus.

The Resource Center/Library 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. By housing out of the classroom services in one central location, every student will have access to the tools and care they need to succeed.

1.C. Program Focus of Occupants

The Resource Center/Library will integrate key services in one location since research^{[1],[2]} shows this type of arrangement significantly increases student retention and completion rates.^[3] Our data shows that when students are engaged, supported, and connected, retention rates rise a great deal. And, we have seen an increase in IPEDS 150% completion rate, which rose by nearly 12 percentage points over the past three years.^[4] (IPEDS 150% completion is the percentage of first time, full-time, degree-seeking students that complete in 150% of the normal time to program completion). We believe a spatial reorganization of services on campus would result in higher levels of student success in all academic programs.

The dynamic space will help students access services that are already available but distributed across campus. Co-locating services into a centralized location in the building responds to a need expressed by students.^[5] By removing barriers and improving access for students, we are confident they will be able to focus more on academics and completing their education.

^[7] "Partnering for Completion: A Nonacademic Plan for Student Success"; John J. Delate; League for Innovation in the Community College; Leadership Abstracts; November 2019; Volume: 32, Number: 11

^[8] "The Evolving Role of Community College Libraries"; EveryLibrary; February 7, 2024.

^[9] "Recognizing the value of community college libraries"; Community College Daily; Tabitha Whissemore; Sept. 9, 2021

^[10] "University Libraries Evolve to Support Future Needs"; by Wylie Wong; EdTech; February 10, 2023.

^[1] "Addressing Food Insecurity on Campus: Connecting Students with Sustained Basic Needs Supports to Improve Academic Outcomes"; Valentine, J.L. & Deal, S.A. (2023); DVP-PRAXIS Ltd., Indianapolis, IN.

^[2] Delta College student survey; conducted by OmniTech, Midland; September/October 2024.

^[3] "Listening to Learners: Increasing Belonging in and Out of the Classroom"; Shaw, C., Bhardwaj, R., Condon, K., NeJame, L., Martin, S., Rich, J., Janson, N., Bryant, G., and Fox, K. (2023, September), Tyton Partners.

^[4] Data from Delta College IR department, via Tyler Shea, on 10/01/2025.

^[5] Delta College student survey; conducted by OmniTech, Midland; September/October 2024.

The **west side half** of the space would house elements of our **Resource Center**, to include:^[6]

- Basic needs assessment/coordinated care network services
- Disability resources
- Veterans services
- Counseling center
- Mental health services
- Food pantry
- Technology help desk
- E-Learning
- External partner space, for use by United Way, Michigan Works or other service agencies

By referring students to the Resource Center/Library, we would also be exposing them to the adjacent academic resources that are available to them. The **east side half** of the space would house elements of our **Library Resources**, to include:

- Library circulation
- Laptop and calculator check out – for the day or the semester
- Lab supplies check out, such as anatomy kits, etc.
- Tutoring center - done either in person or virtually
- Writing center
- Testing Center
- Quiet study space
- Smaller student meeting room(s) - equipped for students to “attend” an on-line class if needed, or to access other virtual services.
- Family study room - where working parents could bring along children, if needed

The Resource Center/Library would provide a welcome area to study or gain academic support services. As they hear of greater needs from students, Library staff could direct students to the out-of-the-classroom services they may need, which would be located adjacent to the library.

The newly renovated Resource Center/Library will offer flexible, multi-use spaces that cater to both in-person and online learners. Staff will be cross trained to provide assistance across multiple platforms and services. Flexible, student-centered support is essential to meeting the needs of students, many of whom also work full- or part-time jobs. ^[11]

2. How does the project enhance Michigan’s talent enhancement, job creation and economic growth initiatives on a local, regional and/or statewide basis?

Communities in Delta College’s region are facing population losses, which is why the Great Lakes Bay Regional Alliance (GLBRA) launched an effort to grow the region’s population, create more statewide awareness of the area and make it a more desirable place to work and live. The ultimate goal is to get 40 by 40 – 40,000 more residents in the region by the year 2040.

For many years, Bay City and Saginaw have seen steady population decline, while Midland has remained stable but stagnant. To reverse the trend, local leaders are focusing on attracting new residents, encouraging college graduates to stay in the area, and strengthening the region’s workforce.³ Delta College is partnering in the effort and plays a key role in talent development for employers.

^[6] Delta College Campus Plan Report; page 9; by TowerPinkster; August 7, 2024.

^[11] Delta College student survey; conducted by OmniTech, Midland; September/October 2024.

³ “Attracting talent, jobs key to Great Lakes Bay Region’s future”; Midland Daily News; 01/31/2025; By Dominic Sevilla; <https://www.ourmidland.com/news/article/attracting-talent-jobs-key-great-lakes-bay-20066085.php>

GLBRA staff have indicated a goal to get talent that mirrors the jobs in the region, but also to educate ourselves on the jobs of tomorrow and the skill sets of tomorrow, to be ready to offer the appropriate training to residents. “Winning talent will lead us to be a region with prosperity and success.”⁴

Companies and jobs will come to the areas that have talent. And talent will be attracted to the region because jobs are available. Regional leadership continues to emphasize the importance of acquiring, retaining, and sustaining talent in the area, in order to create economic opportunities.

Delta College is nationally recognized for the quality of its academic programs and its leadership in the Workforce Development field, especially related to career, technical, apprentice and job training programs. We proactively assess the current and future needs of business as we plan our curriculum and offerings. Supplying higher education to local residents through certificate and degree programs provides an investment in individuals, ensuring the economy of the Great Lakes Bay Region can remain strong.

Delta plays a pivotal role in talent enhancement and economic growth initiatives in the Great Lakes Bay Region. Our programs are focused on careers that meet the needs of local businesses and offer students and graduates an opportunity for employment within the taxpaying district. With unemployment low and a very tight labor market for hiring, area businesses are widening the net of who they are willing to interview and hire.

This means that many returning adults need to be reskilled to find positions with higher wages than they may be currently earning. Through the expanded use of *Michigan Reconnect*, we are creating opportunities for more residents to help us build a more prosperous economy and to improve their family’s economic well-being.

But, many times, returning adults have not been in an academic setting in years and their skill set needs to be enhanced for success. We understand that often our returning adult students have additional demands on their time and energy, such as employment, child/elder care, etc. By increasing our holistic support for these students, we will create an environment where success inside the classroom is more possible. This is the type of service the Delta College Resource Center/Library will be able to offer.

The programs and services that will be housed in the Delta College Resource Center/Library support all students and will be vital in contributing to their success. Within this new space, learners will be able to access the resources and skill development that they need, to be able to complete their academic studies.

In our region, the expansion of the semiconductor manufacturing sector looms large. Hemlock Semiconductor (HSC in Saginaw County), SK Siltron (SKK in Bay County) and Corning (Saginaw County) are planning to expand. But those firms, as well as many other employers, are facing a talent shortage and struggling to fill many jobs.

Within the Great Lakes Bay Region, we have a variety of high-demand, high-wage jobs that require talent⁵, which residents can access with a degree from Delta College. Those include health field jobs (diagnostic medical sonography, physical therapist assistant), skilled trades jobs (engine mechanics, electrician, plumber, HVAC mechanics) and computer network specialists.

Jobs that previously required a high school diploma now require post-secondary training due to automation, sophisticated equipment, required quality processes, critical thinking and problem solving skills. Employers are searching for the talent necessary to operate new production equipment and technology, which require large financial investments.

⁴ Quote by Matt Felan; “Attracting talent, jobs key to Great Lakes Bay Region’s future”; Midland Daily News; 01/31/2025; By Dominic Sevilla; <https://www.ourmidland.com/news/article/attracting-talent-jobs-key-great-lakes-bay-20066085.php>

⁵ Career Outlook through 2030; East Central Michigan, Region 5; Michigan Center for Data and Analytics; Michigan Department of Technology, Management and Budget (DTMB); Michigan.gov/LMI

Delta College excels at meeting the essential educational and training needs, through its strong skilled trades and manufacturing training programs, along with partnerships with existing businesses and Great Lakes Bay Michigan Works organization. This strengthens our ability to help get students trained and into the workforce.

But many of today's students need additional supports to help meet their academic and "life" challenges. Delta's newly designed Resource Center/Library will prepare us to respond to the needs of all students.

3. How does the project enhance the core academic, development of critical skill degrees, and/or research mission of the institution?

All academic programs on our campus will benefit from the academic area of the Library expanding to become a Student Resource Center. To support Delta College's vision for removing barriers for all students, the Resource Center/Library will serve as an integral part of the College's delivery of key resources.

The identified space consolidates several of Delta's initiatives into a single area. These services are currently spread out across campus, therefore difficult for our students to find and visit.

Libraries are more important than ever, but we are looking for the ability to expand the depth of services the library has. Our students have a google on a phone in their pocket and they can use AI or whatever software to get their information. We need to be sure to create a space that helps to curate journals, resources, and experts in the library. We would all rather have our future students learning from elevated resources, as well as to gain the experience to know how different sources of information are not always reliable or accurate.

Delta College's fall 2025 enrollment was 8,553⁶ students in its academic programs. Recently, Delta conducted a survey of its students, seeking feedback on how we could better serve their needs.⁷ Students were eager to share their thoughts, with 1,603 responses received. Many adult and online learning students felt their connection to the college and their coursework could be enhanced by creating study groups, to be offered both in-person or online. The planned space design of the new Resource Center/Library would do just that.

Non-academic supports are an essential part of helping students to stay in college and complete a program. Research shows⁸ that we can make a more long-lasting impact on students' college outcomes, if we help them build social relationships, strengthen their commitment to the work, give them the know how to navigate college and support the areas they are lacking, to help make college life more feasible. Further research among community colleges found that students who visited a basic needs resource hub were more likely to persist, retain and complete their education than non-users.⁹

Students—particularly those from families with no college-going experience—may lack college know-how and become overwhelmed by the demands of college. Many students face challenges related to work, single parenting, or poverty that create barriers to academic success. Supportive resources, when widely accessible, can help them understand when, how, and where to access the important college services they may need. It is not enough to have the services; it is essential that students know how and where to find the resources.

⁶ Delta College Institutional Research; fall 2025; data from the Delta College database (utilizing Colleague® ERP).

⁷ Delta College student survey; conducted by OmniTech, Midland; September/October 2024.

⁸ "Students' Sense of Belonging Matters: Evidence from Three Studies"; Dr. Maithreyi Gopalan; MIT Teaching + Learning Lab; February 16, 2023.

⁹ "Addressing Food Insecurity on Campus: Connecting Students with Sustained Basic Needs Supports to Improve Academic Outcomes"; Valentine, J.L. & Deal, S.A. (2023); DVP-PRAXIS Ltd., Indianapolis, IN.

This project will help Delta College meet its mission of preparing students for an ever changing job and educational future, thus having an economic impact on the region. Delta College is flexible and responsive to our community's needs, while educating students in the local area. Resources offered in the proposed space will help residents leave the educational pipeline prepared to succeed, graduate and then enter the workforce.

Delta College is a strong proponent of the state of Michigan's goal of increasing the number of working-age adults with a skill certificate or college degree to 60% by the year 2030. The "Sixty by 30" goal shows a statewide number of 51.8% in 2025¹⁰, leaving a ways to go. However, in Delta College's region, we show the following degree attainment levels from 2024:

- 24.3% in Bay County
- 24.4% in Saginaw County
- 43.2% in Midland County

Even in our most successful tax-paying county, we lag 16.8% behind the state's goal of 60% (8.6% behind the statewide average of 51.8%), and we are more than 35% behind the 60% aspirational goal in our other two counties.

Clearly students need additional resources – both academic supports and out-of-the-classroom assistance – to be able to successfully navigate college. Without degree completion, we will be unable to close the skills gap, which affects businesses' ability to thrive and grow. Jobs requiring skilled employees demand greater education and training than ever before.

The state of Michigan launched the *Michigan Reconnect* scholarship program for adult students 25+, but the effort came with some additional legislative requirements. The biggest hurdle was how to deal with developmental education, which Delta College embraced and addressed proactively. We enacted changes in developmental education for all students, not just those who were part of the *Michigan Reconnect* program. And we created a system for informing students when remediation was required.

Delta College was ahead of all other Michigan community colleges in making the changes, placing students directly into credit-bearing courses, with an additional contact hour of tutoring within the classroom. But those students – and all of our students – still need access to academic and other wraparound support services to ensure their success.

Delta College continues to follow national research and to utilize information to change and adapt in cutting edge ways to best serve our students' needs.

Although the state instituted the *Michigan Reconnect* program as a last dollar scholarship program, our residents need more than just access to college. They also need resources and support to facilitate the education and skills that will lead them to better jobs and bigger paychecks.

Regional businesses count on Delta College to provide their employees with new skills as technology changes. The changes caused by today's economy place demands on individuals to learn and then re-learn throughout their careers. This has put demands on the College to continually innovate educational offerings, while also delivering services and resources in an efficient manner.

The transformation of our Library space will create a state-of-the-art facility that meets the current needs of our students, while remaining highly adaptable and anticipating future educational advancements. It will reinforce Delta's commitment to collaboration and support for decades to come. The Resource Center/Library will be a modern, inclusive space where students can access resources to aid in academic and personal success.

¹⁰ Michigan Department of Lifelong Education, Advancement, and Potential; Sixty by 30 goal; <https://www.michigan.gov/mileap/higher-education/sixty-by-30>

The role and function of the academic library needs to evolve to accommodate the changing needs of our students and faculty. But to do so, a renovation and upgrade of the space is needed to continue to stay relevant and responsive to the changing learning needs and styles of our students.

Recent national studies have found that providing community college students with comprehensive wraparound services increases full time enrollment and completion rates.¹¹ Through the active use of community partnerships and internal staffing to be able to offer supports to meet out-of-the-classroom student needs, we believe we will be able to improve their chances of persisting, retaining from semester to semester and of completing their goal of degree attainment.

4. Describe how the project will address, incorporate, or enhance the efforts, policies, or goals to grow and expand opportunities for enrollment for the academic programs within the scope of the project or as a component of your institution and campus at large?

Delta College is committed to offering engaging and meaningful courses for students who may not initially view college as a path for them. Our faculty and staff have decades of longevity, bringing their passion to campus each and every day in service to our students and community.

Delta College's current strategic plan is built around initiatives that provide a broad, goal-oriented description of the way in which the College is working to attain success. Two key aspects of that plan are relevant within the design of the Resource Center/Library project:

- Student Engagement, Retention, and Completion - Centering the College as a place where all students belong and as a place for transformation.
- Community-Centered - 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.

Although we are a national model for community colleges, we recognize that the world does not stay the same. Today's successes will quickly be eroded if we do not watch for issues that need attention and work to address those problems.

Delta College is a leader in how well we respond to our student body, which has changed drastically over the past decade or more. Michigan and our region suffered more than the nation did following the 2008 economic downturn. And, today's students are still recovering from the effects of the pandemic, with learning loss, student disengagement and mental health struggles.

More of our students take at least one course online and there is a higher need for more out-of-the classroom supports since the pandemic. With our many successful programs, and valuable input from community partners, we are confident we will find the best educational solution for the students in our region.

We are examining the impact of our work by measuring a multitude of data and information points, especially related to enrollment, retention and completion. Delta College's fall 2025 enrollment was over 8,553¹² students, with over 67%¹³ attending part-time rather than full-time. The majority are working adults, and many are in their 30s and 40s, balancing family responsibilities and work schedules with their educational pursuits. Many students are returning to college as job requirements change and new skills are needed to be successful.

¹¹ "Wraparound Supports Improve Community College Outcomes"; Inside Higher Education; by Sara Weissman; November 1, 2021.

¹² Delta College Institutional Research; fall 2025; data from the Delta College database (utilizing Colleague® ERP).

¹³ Delta College Institutional Research; fall 2025; data from the Delta College database (utilizing Colleague® ERP).

The outcome of serving a student body of this type, is that there is a need to offer a greater level of supportive resources than may be needed at a 4-year university. The anticipated result of a more organized Student Resource Center/Library would be a more uniform, holistic customer service experience that will help attract and retain students.

Our fall-to-fall retention rate was at 64% in fall 2025. And our completion rates have gone up as well. For 2024-2025, we had 1,546 completions. When we examine our rates further, we see that the completion rate increased 16.9% in 2024-2025, but also 6.4% more Hispanic students who completed and 9.2% more Black students who completed.¹⁴ We know our work to lower or eliminate barriers has impacted the success and attainment percentages for the entire student body. We are confident that the creation of a new Resource Center/Library will only see these numbers increase.

The renovation will create student common spaces, to strengthen opportunities for student congregation and collaboration. In a recent survey conducted of Delta College students, we heard that 68% of the respondents indicated they interact with their peers only once a week or less on average.¹⁵ By adding collaborative student spaces, we will increase opportunities to interact, which can decrease loneliness and improve students' mental health. Improvements in both issues will improve retention and completion levels for all students.

We intervene if students need academic support or access to supplemental resources. As we bring more students in who are first generation or from lower socio-economic backgrounds, we find they face burdens they are unable to navigate. To assist these students who need help, we have reallocated well over \$2.8 million of our operating budget to build support systems. That is the type of service that would be located in the Resource Center/Library, bringing it greater visibility and access.

Delta College has engaged external partners and non-profits to help assist our students to meet non-academic needs (i.e. food insecurity, mental health, transportation, housing, etc.). Through renovation, we will be able to incorporate those external partners into the space, along with our staff, to offer seamless services to students. We will be allotting space for our community partners to use on a rotating basis, whether they are from United Way, Michigan Works or another service agency which may be meeting with our students.

A strong sense of belonging leads to better student outcomes, including persistence, retention, and academic success.¹⁶ Similarly, additional studies found that proactive outreach to students, led to higher engagement with support services.¹⁷

Community colleges are totally different from traditional universities. We accept everyone, no matter where they are and work to get them to the right level of where they need to be. Meeting the students where they are at is something that is very important in a space like this, and we believe we need to design facilities that remove the intimidation factor, to make students feel welcome. We will aim to build places where people feel like they belong -- in every room, in every area, at this college -- that is the ultimate goal.

5. Is the requested project focused on a single, stand-alone facility? If no, please explain.

No, this is not a stand-alone facility. However, it is a single focused area of Delta College's main campus. The renovation would occur totally within one of the college's 14 wings that are all connected into one

¹⁴ Delta College Institutional Research; fall 2025; data from the Delta College database (utilizing Colleague® ERP).

¹⁵ Nuro Discovery survey; September/October 2022.

¹⁶ "Addressing Food Insecurity on Campus: Connecting Students with Sustained Basic Needs Supports to Improve Academic Outcomes"; Valentine, J.L. & Deal, S.A. (2023); DVP-PRAXIS Ltd., Indianapolis, IN.

¹⁷ "Listening to Learners: Increasing Belonging in and Out of the Classroom"; Shaw, C., Bhardwaj, R., Condon, K., NeJame, L., Martin, S., Rich, J., Janson, N., Bryant, G., and Fox, K. (2023, September), Tyton Partners.

overall structure. The College is able to isolate the work that would be done in this wing, as with other state funded projects that have been done over the decades, and it could identify the areas that would be a part of the bond supported funding, until such time as the bonds are repaid.

6. How does the project support investment in or adaptive re-purposing of existing facilities and infrastructure?

Although Delta College opened in 1961, the current Library space targeted for renovation in this project, was built in 1999. The space reflects a purpose that has drastically changed over the past 25 years, due to changes in how Library services are offered, including the move to more digital resources.

Rather than demolish the space, Delta College will repurpose, transform and extend the life of this portion of our campus building, and create a centralized location for key student resource services. The planned project will renovate the existing interior to improve utilization efficiency, address accessibility and visibility and upgrade building infrastructure.

The project maximizes the use of an existing building to accommodate a majority of our resource offerings, in order to serve students from one location. In addition, the project leverages vacated space, which has been created as the library has reduced the size of its book stack shelving. This space would be repurposed in such a way to benefit all students.

Delta College has received state of Michigan capital funding in the past and has used the dollars wisely. All areas of the campus, or community located buildings, which were constructed or renovated continue to be in full use for academic purposes.

The proposed renovation would retain the exterior envelope of the wing, renovating all aspects of the interior. Much of the infrastructure needed for this project – sewer, electrical, water, etc. – are all in place. Recently the College upgraded its HVAC system, so that will also be retained and incorporated into the newly renovated space.

A renovation and repurposing will allow us to update the building and will include the following:

- Demolition of the facility interior
- Ceiling and flooring work
- Walls, partitions and acoustical treatments
- Offices and small study spaces
- Office furnishings
- Furnishings for students that are more conducive to the way they study today
- Interior windows, doors and ceiling beams
- Restroom demolition and renovation, with a family restroom added
- Demolition of south facing wall to create a prominent main entrance
- Exterior energy efficient window and door treatments
- Addition of expansive use of charging stations and wi-fi access

7. Does the project address or mitigate any current health/safety deficiencies relative to existing facilities? If yes, please explain.

There are some life/safety deficiencies that have been identified in the space proposed for renovation. The project would address the following:

- Prior to renovation, an asbestos assessment will be done, and containment of any asbestos materials would be dealt with, if needed
- Ensure air handling and ventilation elements to maintain or improve quality air flow

- Ensure door lock system is installed throughout this large area, to allow for safety of students and staff in case of intruder or lockdown situations
- Boost the level of alarm and speaker messaging system in the large space, to warn students and staff in case of future emergencies
- Addition of a prominent exterior door to allow safe entry by visitors and public transportation riders
- The new exterior “front door” will also address safety by adding another means of egress
- New visitor parking area outside would include ADA compliant spots and select parking spots for visitors.
- Placement of the public transportation, ADA and visitors’ spots would be closer to the building to eliminate the need to walk across the major drive around campus as a pedestrian

8. How does the institution measure utilization of its existing facilities, and how does it compare relative to established benchmarks for educational facilities? How does the project help to improve the utilization of existing space and infrastructure, or conversely how does current utilization support the need for additional space and infrastructure?

Delta College completed a Campus Master Plan in 2024¹⁸, with a focus on how best to utilize our educational spaces to increase student retention and completion outcomes, which is the focus of our 4-year strategic plan.¹⁹ The work examined the allocation of space across campus and sought opportunities to create more efficient uses of rooms, in order to support today’s strategic goals.

A space utilization study was done as a part of the 2024 Campus Master Plan process.²⁰ During the review process, our Library and Learning Information Center (LLIC) was identified as a facility in need of repurposing, since its utilization was less than 50%.²¹ 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 space proposed for renovation is currently under-utilized but will be transformed into a centrally located hub for students to find both academic and wraparound resources. It is adjacent to the “Coffee ‘N’ More” space, which is a highly trafficked beverage and snack shop. A new Resource Center/Library in this location could help to reduce the stigma that may be involved in seeking some of the services. And it also gives all of campus a direction to offer to students – “go down to the area by Coffee ‘N’ More” and you’ll get the help you need.” All students would know where that was at.

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 both the library, Resource Center and the existing circulation network of main campus.

An added aspect of the renovation will be to create visible and simplified entrance into campus to welcome visitors and new students, as well as current students when they arrive for assistance. This new building entrance would address issues faced by public transportation, since the drop-off area would be enhanced and centered near the newly created front entrance doorway.²²

By adding a new external entrance leading to the space, there will be a reduction of the stigma that may be perceived in needing to visit the Resource Center. The logic is that if everyone may have a reason to be in the space, then no one needs to feel awkward about spending time there.

¹⁸ Delta College Campus Plan Report; by TowerPinkster; August 7, 2024.

¹⁹ Delta College Strategic Plan; Pillar 1, Student Engagement, Retention, and Completion, page 19 <https://www.delta.edu/transparency/documents/strategic-plan-budget-2024-2025.pdf>

²⁰ Delta College Campus Plan Report; page 32; by TowerPinkster; August 7, 2024.

²¹ Delta College Campus Plan Report; page 32; by TowerPinkster; August 7, 2024.

²² Delta College Campus Plan Report; page 23; by TowerPinkster; August 7, 2024.

The design will align into a model of offering 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 library currently functions in expanded ways, more like a Resource Center, by providing graphing calculators and lab kits, which can be checked out for the semester. Or getting laptops into students' hands for four-hour use or semester-long checkouts. In the future, 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.

The existing LLIC is a large space with high ceilings and plenty of light. Although the space was the most utilized student space when it opened 25 years ago, the facility no longer meets the changing learning and academic support needs of students. When the proposed renovations are complete, the flow for visitors will be more intuitive and welcoming, with a much higher utilization of the space.

Further, Delta College measures utilization of existing facilities by continuously adding, changing and removing course offerings based upon student demand and available physical space. The college targets a minimum 60% fill ratio on all sections. Each semester, close attention is paid to using the existing facilities as efficiently as possible by following a college-wide block schedule that allows classrooms to be utilized to the highest efficiency as possible.

Utilization of the areas to be contained in the perimeter of the Resource Center/Library are as follows, along with the number of duplicated students who accessed the services annually:

- Basic needs assessment/coordinated care network - 418 students served
- Disability resources - 700 students served
- Veteran services, along with military affiliated students – more than 900 visitors
- Counseling center - 703 students served
- Mental health services – more than 600 students
- Food pantry – 1,305 student intakes
- Technology help desk – 4,961 student interactions on account-related issues, such as login problems and multi-factor authentication
- E-Learning – 1,188 students served
- External partner space (for use by United Way, Michigan Works or other service agencies)
- Library circulation – 120,660 annual visits (duplicated numbers, from multiple visits each semester)
- Laptops and calculators – 370 students check these out each semester (740 annually)
- Lab supplies – 1,000 lab kits (anatomy kits, etc.) are checked out each semester (2,000 annually)
- Tutoring center – 2,000 students
- Writing center – 1,600 students
- Testing Center – 4,114 people served

From the listing above of services to be offered in the Resource Center/Library, we see that **the combined departments see or serve 141,889 visitors each year**, which would include duplicated students in the count, representing their multiple visits to the area throughout the semesters. We believe that head count will increase even further once services are centralized for the students' convenience, especially when we factor in the use of the area by our external partners, which is not included in the foot traffic count above.

The Library space has reached the end of its functional life, due to the expansion of digital content, so the space will be transformed into a smaller footprint for the stacks. We will reconfigure the layout to maximize the existing space, in order to build a featured space on campus for students to utilize for all of their out-of-classroom needs that Delta can service, which include wraparound resources, enabling collaboration and enhanced learning.

Specific project elements include:

- A new, highly visible, exterior front entrance for visitors and new students
- Updated information technology infrastructure
- Testing Center spaces to accommodate larger cohorts
- Small testing center rooms to offer one-on-one help for those test takers who require it
- More electrical outlets, charging stations and wi-fi access
- Flexible and adaptable learning spaces for collaborative group learning
- Digital displays in meeting rooms for student sharing
- Spaces for individual, quiet study
- Individual online learning (or “zoom” rooms)
- Flexible spaces to support changing student work
- Consolidation of student resource offices
- Updated restroom facility to meet the needs of a single-family facility, lactation needs and respond to ADA standards
- New interior finishes and furniture
- Models and take-home labs for technical trades and biology/chemistry courses

Student success depends on more than academics alone. A welcoming environment, access to mentors, involvement in student life, and support for life's barriers all play a critical role in helping students stay enrolled and graduate. The data from our students tells a clear story: when we invest in resources beyond the classroom, retention rises, and success follows.

By creating a facility that can visibly and quickly respond to student needs, learners will be able to continue to pursue their needed academic skills. And, with successful completion, they will bring value to our community and help to create social and economic wealth over the decades to come.

9. How does the institution intend to integrate sustainable design principles to enhance the efficiency and operations of the facility?

Integration of sustainable design principles to enhance the efficiency and operations of the facility

Delta College is an established leader in environmental responsibility and demonstrates sustainability practices that enhance the life cycle of its infrastructure, materials and equipment. Delta College has designed and constructed its buildings, including major renovation projects, to meet or exceed LEED Silver standards whenever possible, with consideration to program needs and budget parameters.

We utilize sustainable building principles to the fullest extent possible in new, existing and renovated buildings, including landscape and infrastructure projects. Sustainable principles include planning, design and construction elements that promote the efficient use of energy and material resources, water conservation, and protect land and water environments. The Resource Center/Library renovation project will allow us to actively seek innovative technology to achieve these objectives

Over the past fifteen years or more, energy improvements made at Delta have led to a reduction of nearly one-third in our annual electricity and gas usage. Clearly Delta College knows how to integrate sustainability to enhance the efficiency and operations of our facilities.

Delta received LEED Gold Certification after renovating its Health Professions Building on its main Campus. The building meets high performance measures including sustainable site development, water and energy efficiency, materials selection, and human and environmental health quality.

Since that time, the U.S. Green Building Council has modified its LEED criteria, making it increasingly more difficult and expensive to achieve the highest certification levels. However, both Delta's Downtown Saginaw Center (opened in 2019) and its Downtown Midland Center (opened in 2021), were built to similar specifications as the Health Professions Building, which was to seek Silver status. We did so, however, without the inclusion of aspects that would not allow us to keep the overall construction pricing at a reasonable cost.

We are working with the architectural firm Progressive, to help design the Resource Center/Library facility. Beyond LEED standards, we will be looking at frameworks like WELL, the Living Building Challenge and Universal Design. This exploration will help us focus on healthy materials, adaptive reuse and day-to-day practices that prioritize carbon reduction and improved occupant well-being.

We have done well designing to LEED standards. However, performance frameworks work best when they follow purpose. When we start with institutional values and student realities, we are not designing to check boxes, but rather to reveal alignment with our goals.

Through our work with Progressive, we have the opportunity to ask not just “how efficient is this building”, but how well does it reflect Delta College’s values. Our intent is to utilize sustainable practices that build spaces that tell students, “We saw you coming and we made a place for you.”

This project will see the same level of commitment to integrate sustainable design principles to enhance operating efficiency as all of our building and renovation projects have seen. The following sustainability elements are planned for the Resource Center/Library renovation:

- Upgraded LED lighting
- Occupancy sensors
- Improved building envelope design around exterior doors
- Recycling of carpet and other construction materials throughout the project

10. Are match resources currently available for the project? If yes, what is the source of the match resources? If no, identify the intended source and the estimated timeline for securing said resources.

The proposed project is estimated to cost \$23,602,876. Matching funds are currently available, and the project could move forward as soon as the state capital outlay funding is available. The college intends to provide \$13,602,876 (57.64% of the cost) in matching funds for this project, leaving \$10,000,000 (42.36% of the cost) to come from the state of Michigan.

Our matching dollars would come from current accumulated Plant Fund reserves, which are made possible through the transfer of a minimum of \$3 million annually from our General Fund operating budget. Additionally, the Plant Fund reserve dollars will be augmented by private sector donations solicited from the regional community by the Delta College Foundation.

Delta College’s Trustees have operated under the philosophy that we shouldn’t build or obligate the taxpayers to a debt, which is why we hold no bonding and are debt free. The general philosophy of the College has been to issue debt only when a very compelling case to do so can be made.

However, in the event that funds are needed to provide the cash flow requirements of the Student Resource Center/Library renovation project, the College has the legal capacity to carry debt of up to \$150,383,274; 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 \$14,913,327,445.

11. If authorized for construction, the state typically provides a maximum of 75% of the total cost for university projects and 50% of the total cost for community college projects. Does the institution intend to commit additional resources that would reduce the state share from the amounts indicated? If so, by what amount?

Delta College has an operating fund balance and it is currently able to provide dollars beyond the 50% match funding required through the legislative process. We are seeking state of Michigan capital outlay funding of \$10 million for this project, with Delta College providing the remaining \$13,602,876. That puts our match at 57.64% of the cost of the overall project.

12. Will the completed project increase operating costs to the institution? If yes, please provide an estimated cost (annually, and over a five-year period) and indicate whether the institution has identified available funds to support the additional cost.

No, the completed renovation of this area will not increase the operating costs for Delta College. The space is already within the confines of the College's main campus footprint and is a part of our infrastructure, utilities, and maintenance commitments annually.

However, as noted in question #9, Delta College has reduced its electrical and gas usage by one-third over the past fifteen years. We anticipate those types of utility savings within this area, due to upgrades that would be made in the lighting, occupancy sensors, building envelope and other cost saving elements of the design.

We have also examined the cost of staffing for those who would be located in the Resource Center/Library. All of the functions described in this proposal are currently being offered, however they are distributed across campus. Moving related resource functions to a more centralized space will not create a need for further staffing. And for the Library side of the equation, that operation is also fully staffed. So, there would be no increased costs to cover salaries and benefits.

The bigger question to answer would be what savings we could enjoy by overcoming some of the opportunity costs for students. In other words, how many students are not retained or who do not complete, because they need assistance and can't find that help on campus. By refocus our efforts around a single location, we should see greater student satisfaction, greater use of our out-of-the classroom services and greater retention and completion numbers, over time.

13. What impact, if any, will the project have on tuition costs?

This project will not directly impact the cost of tuition.

At Delta College, budget decisions are made using a holistic, inclusive approach. Tuition increases are not made to fund individual projects. When increases are made to Delta College tuition, it is with the philosophy of providing high quality instruction and educational services at a reasonable cost. Delta College tuition remains the lowest of any higher education institution in the Great Lakes Bay Region.

14. If this project is not authorized, what are the impacts to the institution and its students?

Without the state of Michigan's match for this proposed renovation capital outlay project, we will not be able to move forward to renovate this proposed project. Therefore, our ability to offer the academic and out-of-the-classroom resources needed by today's students, will be unduly impacted.

We believe this request will impact our ability to assist adult *Michigan Reconnect* students, as well as all student across campus, as stated earlier in this proposal. It will help Delta College meet its mission of

preparing students for an ever changing job environment, meeting the region's future employment potentials, and providing a path to meaningful employment and a better way of life for our residents.

Delta College's service area has a significant number of low-income low-skilled individuals, with plenty of evidence of the need for further educational attainment. According to the 2024 U.S. Census figures, the average median household income in Delta College's region of Bay and Saginaw Counties is \$57,233 (Midland County is higher at \$73,643). But in Michigan the rate is at \$68,505 while the national average is \$75,149.²³ There is a great need to provide education, which will lead to better jobs, thereby improving the overall median income of our region.

Delta College has decades of experience in addressing challenges and we fill the educational gap identified by both the community residents and area employers. However, without proper facilities and the ability to respond to the educational and out-of-the-classroom needs of residents, Delta College will not be able to excel in meeting its educational mission.

15. What alternatives to this project were considered? Why is the requested project preferable to those alternatives?

The only alternative to renovating the space we are calling the Resource Center/Library is to leave all of the services mentioned in this document in a distributed state across campus. This would also mean leaving our large Library space in a state of under 50% utilization.

Our students have told us they need our help in finding their footing to be able to fully engage and to complete their desired certificate or degree. We have learned through student surveys that although some help is available on campus, students don't know where to find the separated departments. They also aren't aware of the partnerships we have forged with community partners to offer expanded services to assist them in their educational pursuits.

As part of our Campus Master Plan process, we explored the option of just installing additional signage around campus to point out all of the services and offices where help is available. But it soon became an unwieldy process and one that saw ever increasing costs as well as the ability to continue to frustrate students who would need to wander from place to place for help.

Questions answered and points assigned by DTMB:

16. History of prior appropriations received by the institution through the capital outlay process. To what extent have state capital outlay investments in the institution been less relative other peer institutions?

17. History of compliance with JCOS and DTMB project requirements
Has the institution been in compliance with statutory and DTMB requirements in all material respects on previously constructed state projects?

²³ U.S. Census Bureau; QuickFacts; median household income (in 2022 dollars); <https://www.census.gov/quickfacts/>