

TABLE 1
STATE APPROPRIATIONS

	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	1 YEAR CHANGE
ALPENA	\$5,353,111	\$5,415,977	\$5,226,563	\$4,931,300	\$4,931,200	\$4,853,400	\$4,537,600	\$5,561,100	\$5,206,300	\$5,209,100	0.1%
BAY DE NOC	\$5,139,436	\$5,228,594	\$5,057,658	\$4,783,600	\$4,783,500	\$4,709,800	\$4,600,700	\$5,611,000	\$5,241,200	\$5,247,500	0.1%
DELTA	\$14,718,761	\$14,924,104	\$14,450,752	\$13,247,600	\$13,247,500	\$13,014,200	\$12,197,100	\$14,767,800	\$13,856,100	\$13,858,000	0.0%
GLEN OAKS	\$2,565,360	\$2,621,344	\$2,540,572	\$2,333,500	\$2,333,400	\$2,290,700	\$2,149,800	\$2,577,400	\$2,417,300	\$2,416,100	0.0%
GOGEBIC	\$4,394,477	\$4,444,025	\$4,302,469	\$4,093,800	\$4,093,700	\$4,017,700	\$3,739,200	\$4,633,500	\$4,333,800	\$4,331,500	-0.1%
GRAND RAPIDS	\$18,525,605	\$18,707,559	\$18,129,871	\$16,636,100	\$16,636,000	\$16,364,700	\$15,310,600	\$18,526,500	\$17,352,100	\$17,353,100	0.0%
HENRY FORD	\$22,464,393	\$22,873,301	\$22,148,444	\$20,301,400	\$20,301,300	\$19,947,000	\$18,633,700	\$22,531,500	\$21,060,800	\$21,062,200	0.0%
JACKSON	\$12,549,680	\$12,684,209	\$12,281,961	\$11,258,700	\$11,258,600	\$11,062,800	\$10,318,700	\$12,473,700	\$11,663,200	\$11,675,100	0.1%
KALAMAZOO VALLEY	\$12,673,174	\$12,939,470	\$12,532,330	\$11,483,900	\$11,483,800	\$11,273,300	\$10,560,800	\$12,781,600	\$11,980,600	\$11,980,600	0.0%
KELLOGG	\$10,040,373	\$10,235,318	\$9,909,540	\$9,086,900	\$9,086,800	\$8,941,800	\$8,375,400	\$10,118,600	\$9,475,400	\$9,464,400	-0.1%
KIRTLAND	\$3,169,675	\$3,217,147	\$3,125,026	\$2,861,200	\$2,861,100	\$2,792,600	\$2,623,400	\$3,160,000	\$2,968,200	\$2,971,200	0.1%
LAKE MICHIGAN	\$5,516,976	\$5,616,015	\$5,432,078	\$4,975,700	\$4,975,600	\$4,883,800	\$4,585,400	\$5,517,900	\$5,169,300	\$5,159,100	-0.2%
LANSING	\$31,821,408	\$32,380,906	\$31,361,118	\$28,747,200	\$28,747,100	\$28,236,900	\$26,398,900	\$31,954,000	\$29,916,000	\$29,919,500	0.0%
MACOMB	\$34,076,836	\$34,472,041	\$33,382,797	\$30,599,200	\$30,599,100	\$30,062,200	\$28,126,200	\$34,047,300	\$31,858,300	\$31,858,100	0.0%
MID MICHIGAN	\$4,625,292	\$4,715,839	\$4,575,479	\$4,194,700	\$4,194,600	\$4,133,500	\$3,879,000	\$4,723,700	\$4,430,600	\$4,422,800	-0.2%
MONROE	\$4,481,313	\$4,561,498	\$4,417,152	\$4,051,200	\$4,051,100	\$3,984,800	\$3,742,700	\$4,522,800	\$4,248,200	\$4,246,900	0.0%
MONTCALM	\$3,259,210	\$3,299,224	\$3,192,474	\$2,932,500	\$2,932,400	\$2,881,000	\$2,693,900	\$3,248,300	\$3,056,600	\$3,057,200	0.0%
MOTT	\$16,158,882	\$16,400,616	\$15,883,355	\$14,561,400	\$14,561,300	\$14,308,000	\$13,365,100	\$16,162,100	\$15,122,700	\$15,129,700	0.0%
MUSKEGON	\$9,355,773	\$9,484,150	\$9,180,484	\$8,413,900	\$8,413,800	\$8,233,600	\$7,657,100	\$9,204,600	\$8,597,300	\$8,599,700	0.0%
NORTH CENTRAL	\$3,278,567	\$3,318,548	\$3,192,087	\$2,908,500	\$2,908,400	\$2,854,000	\$2,672,200	\$3,209,600	\$3,004,700	\$3,003,400	0.0%
NORTHWESTERN	\$9,428,609	\$9,580,843	\$9,285,469	\$8,526,200	\$8,526,100	\$8,372,000	\$7,805,100	\$9,423,300	\$8,804,400	\$8,804,500	0.0%
OAKLAND	\$21,637,367	\$21,847,342	\$21,153,961	\$19,390,900	\$19,390,800	\$19,055,500	\$17,860,900	\$21,617,100	\$20,282,600	\$20,280,600	0.0%
ST. CLAIR	\$7,253,703	\$7,345,023	\$7,120,212	\$6,536,200	\$6,536,100	\$6,427,700	\$6,032,700	\$7,304,900	\$6,854,600	\$6,852,900	0.0%
SCHOOLCRAFT	\$12,702,569	\$12,878,904	\$12,473,201	\$11,432,300	\$11,432,200	\$11,227,900	\$10,487,600	\$12,680,600	\$11,894,300	\$11,890,500	0.0%
SOUTHWESTERN	\$6,891,349	\$7,013,475	\$6,791,248	\$6,217,000	\$6,216,900	\$6,092,800	\$5,703,300	\$6,875,500	\$6,427,600	\$6,429,200	0.0%
WASHTENAW	\$12,791,838	\$13,098,937	\$12,692,456	\$11,639,600	\$11,639,500	\$11,442,300	\$10,786,600	\$13,058,100	\$12,289,300	\$12,276,300	-0.1%
WAYNE COUNTY	\$17,211,518	\$17,373,105	\$16,816,331	\$14,972,600	\$14,972,500	\$14,982,100	\$13,998,900	\$17,116,500	\$16,022,500	\$16,036,100	0.1%
WEST SHORE	\$2,493,333	\$2,518,804	\$2,433,506	\$2,232,700	\$2,232,600	\$2,206,300	\$2,077,000	\$2,494,800	\$2,346,500	\$2,345,200	-0.1%
STATE TOTAL	\$314,578,588	\$319,196,318	\$309,088,594	\$283,349,800	\$283,347,000	\$278,652,400	\$260,919,600	\$315,903,800	\$295,880,500	\$295,880,500	0.0%

TABLE 1 (continued)
STATE APPROPRIATIONS FOOTNOTES

FY	AUTHORITY	AMOUNT	REASON
2000-01	Public Act 272 of 2000 Public Act 272 of 2000	\$483,131 \$10,000,000	Reimbursement to community colleges for revenue lost due to renaissance zones. Postsecondary access student scholarship program.
2001-02	Public Act 52 of 2001 Public Act 52 of 2001 Public Act 530 of 2001 Public Act 560 of 2001 Public Act 746 of 2001 Executive Order 2001-9	\$400,000 \$5,000,000 \$66,000 \$205,100 (\$1,655,200) (\$3,000,000)	Reimbursement to community colleges for revenue lost due to renaissance zones. Postsecondary access student scholarship program. These amounts are not included in Table 1. Reimbursement to community colleges for revenue lost due to renaissance zones. Reimbursement to community colleges for revenue lost due to renaissance zones. Postsecondary access student scholarship program. Postsecondary access student scholarship program.
2002-03	Public Act 161 of 2002 Public Act 161 of 2002 Executive Order 2002-22 Public Act 746 of 2002 Executive Order 2003-3 Public Act 146 of 2003	\$536,000 \$2,000,000 (\$7,993,308) \$1,595,983 (\$4,788,100) \$1,077,700	Reimbursement to community colleges for revenue lost due to renaissance zones. Postsecondary access student scholarship program. Reductions of \$7,900,850 in Operations and \$92,458 in At Risk. Supplemental appropriations of \$1,577,522 in Operations and \$18,461 in At Risk. Reductions of \$4,732,700 in Operations and \$55,400 in At Risk. Tuition Restraint Incentive payments made in FY 2004 but considered a supplemental for 2002-03.
2003-04	Public Act 146 of 2003 Executive Order 2003-23 Public Act 358 of 2004	\$1,750,000 (\$12,434,500) \$8,521,200	Reimbursement to community colleges for revenue lost due to renaissance zones. Reduction in FY 04 operations. Tuition Restraint Incentive payments made in FY 2005 but considered a supplemental for 2003-04.
2004-05	Public Act 358 of 2004 Public Act 358 of 2004 Executive Order 2005-7 Public Act 11 of 2005	\$2,400,000 \$17,036,800 (\$4,919,600) \$4,919,600	Reimbursement to community colleges for revenue lost due to renaissance zones. Tuition Restraint Incentive payments to be made in FY 2005. Executive order reduction. Supplemental appropriations.
2005-06	Public Act 154 of 2005	\$2,900,000	Reimbursement to community colleges for revenue lost due to renaissance zones.
2006-07	Public Act 341 of 2006 Public Act 17 of 2007 Executive Order 2007-3	\$3,200,000 (\$12,879,900) (\$12,879,900)	Reimbursement to community colleges for revenue lost due to renaissance zones. Sec. 106 Community Colleges Operations - Payment Delay. Payment could not accrue to FY2007 per language, due to GAAP requirements. B.5 Community Colleges - Delayed Payments. Payment could not accrue to FY2007 per language due to GAAP requirements.
2007-08	Public Act 120 of 2007 Public Act 120 of 2007 Public Act 279 of 2008	\$3,025,000 \$25,759,800 \$10,000	Reimbursement to community colleges for revenue lost due to renaissance zones. Sec. 211(2) One-Time Supplemental payment to Community Colleges in 2007-08 for delayed 2006-2007 payments (ref. EO 2007-3, and Sec. 106 of 2007, PA17). Payment was to be accrued to the fiscal year ending June 30, 2007, but GAAP requirements accrue these to FY2008. Supplemental appropriation to fully fund community colleges for revenue lost due to renaissance zones.
2008-09	Public Act 255 of 2008	\$3,480,000	Reimbursement to community colleges for revenue lost due to renaissance zones. Application of GASB reporting requirements to the delayed payment revenue recognition created variances among the colleges.
2009-10	Public Act 111 of 2009	\$3,480,000	Reimbursement to community colleges for revenue lost due to renaissance zones.

TABLE 2
STATE AID REVENUE PER FYES

	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	1 YEAR CHANGE
ALPENA	\$4,663	\$4,189	\$3,820	\$3,721	\$4,115	\$3,949	\$3,455	\$3,947	\$3,671	-7.0%
BAY DE NOC	\$3,575	\$3,274	\$2,875	\$2,532	\$2,829	\$2,968	\$2,871	\$3,454	\$3,030	-12.3%
DELTA	\$2,689	\$2,427	\$2,263	\$2,014	\$1,992	\$1,961	\$1,695	\$2,088	\$1,855	-11.2%
GLEN OAKS	\$2,759	\$2,319	\$2,568	\$2,226	\$2,563	\$2,668	\$2,426	\$2,808	\$2,121	-24.5%
GOGEBIC	\$6,619	\$6,789	\$5,858	\$5,752	\$6,267	\$6,258	\$5,760	\$5,764	\$5,334	-7.5%
GRAND RAPIDS	\$2,509	\$2,379	\$2,108	\$1,826	\$1,833	\$1,717	\$1,383	\$1,803	\$1,609	-10.8%
HENRY FORD	\$3,229	\$3,111	\$2,820	\$2,488	\$2,464	\$2,410	\$2,002	\$2,332	\$1,895	-18.7%
JACKSON	\$4,499	\$4,298	\$3,841	\$3,244	\$3,134	\$3,122	\$2,540	\$2,905	\$2,433	-16.2%
KALAMAZOO VALLEY	\$2,611	\$2,406	\$2,105	\$1,829	\$1,848	\$1,774	\$1,507	\$1,886	\$1,673	-11.3%
KELLOGG	\$3,442	\$3,291	\$2,818	\$2,474	\$2,663	\$2,637	\$2,283	\$2,782	\$2,558	-8.1%
KIRTLAND	\$4,131	\$3,598	\$2,935	\$2,386	\$2,524	\$2,612	\$2,075	\$2,606	\$2,399	-7.9%
LAKE MICHIGAN	\$2,942	\$2,732	\$2,452	\$1,735	\$2,087	\$2,211	\$1,941	\$2,567	\$2,195	-14.5%
LANSING	\$3,445	\$3,147	\$2,791	\$2,644	\$2,692	\$2,504	\$2,099	\$2,661	\$2,283	-14.2%
MACOMB	\$2,868	\$2,783	\$2,581	\$2,350	\$2,401	\$2,261	\$1,904	\$2,357	\$2,069	-12.2%
MID MICHIGAN	\$3,373	\$3,021	\$2,569	\$2,108	\$2,000	\$1,870	\$1,533	\$1,744	\$1,437	-17.6%
MONROE	\$2,378	\$2,193	\$1,982	\$1,661	\$1,642	\$1,540	\$1,258	\$1,652	\$1,472	-10.9%
MONTCALM	\$4,515	\$3,985	\$3,515	\$2,797	\$2,491	\$2,170	\$1,486	\$1,766	\$2,178	23.3%
MOTT	\$3,159	\$2,840	\$2,463	\$2,331	\$2,389	\$2,281	\$1,957	\$2,175	\$2,051	-5.7%
MUSKEGON	\$3,754	\$3,430	\$2,905	\$2,521	\$2,710	\$2,741	\$2,746	\$2,862	\$2,660	-7.1%
NORTH CENTRAL	\$2,911	\$2,661	\$2,543	\$2,259	\$2,311	\$2,150	\$1,910	\$2,173	\$1,772	-18.5%
NORTHWESTERN	\$3,691	\$3,583	\$3,268	\$2,862	\$2,621	\$2,524	\$2,200	\$2,759	\$2,823	2.3%
OAKLAND	\$1,469	\$1,537	\$1,457	\$1,272	\$1,299	\$1,248	\$1,016	\$1,339	\$1,165	-13.0%
ST. CLAIR	\$2,887	\$2,742	\$2,440	\$2,104	\$2,273	\$2,221	\$1,933	\$2,350	\$1,976	-15.9%
SCHOOLCRAFT	\$2,339	\$2,148	\$1,965	\$1,662	\$1,695	\$1,549	\$1,221	\$1,551	\$1,343	-13.4%
WAYNE COUNTY	\$3,924	\$3,117	\$2,400	\$2,020	\$2,061	\$1,969	\$1,553	\$1,504	\$1,333	-11.4%
WEST SHORE	\$3,105	\$3,046	\$2,790	\$2,385	\$2,489	\$2,436	\$2,309	\$2,497	\$2,488	-0.4%
STATE AGGREGATE	\$2,883	\$2,708	\$2,425	\$2,137	\$2,183	\$2,089	\$1,762	\$2,126	\$1,867	-12.2%
STATE AVERAGE	\$3,350	\$3,106	\$2,770	\$2,439	\$2,533	\$2,464	\$2,151	\$2,511	\$2,251	-10.4%

TABLE 3
PROPERTY TAX REVENUE

	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	1 YEAR CHANGE
ALPENA	\$1,844,596	\$1,951,123	\$2,032,327	\$2,074,653	\$2,208,896	\$2,296,268	\$2,417,352	\$2,508,049	\$2,603,627	3.8%
BAY DE NOC	\$1,532,358	\$1,641,276	\$1,738,292	\$1,777,709	\$1,810,096	\$1,953,470	\$2,036,492	\$2,101,477	\$2,130,492	1.4%
DELTA	\$18,742,584	\$19,566,391	\$20,544,549	\$21,077,374	\$21,777,189	\$22,414,367	\$19,664,823	\$18,409,309	\$23,519,928	27.8%
GLEN OAKS	\$3,484,407	\$3,798,131	\$3,864,608	\$4,046,034	\$3,998,308	\$4,576,940	\$4,598,234	\$4,858,461	\$5,099,328	5.0%
GOGEBIC	\$895,805	\$930,401	\$976,987	\$1,020,509	\$1,055,695	\$1,096,818	\$1,142,337	\$1,214,527	\$1,252,372	3.1%
GRAND RAPIDS	\$21,153,803	\$22,265,612	\$23,779,040	\$24,554,446	\$25,867,759	\$27,386,893	\$29,235,590	\$30,660,393	\$31,178,162	1.7%
HENRY FORD	\$10,174,660	\$10,768,816	\$10,893,431	\$11,144,200	\$11,619,289	\$14,290,409	\$14,185,475	\$14,463,223	\$14,552,521	0.6%
JACKSON	\$3,396,469	\$3,577,971	\$3,810,979	\$4,017,328	\$4,428,375	\$4,603,595	\$4,782,657	\$5,115,385	\$5,150,851	0.7%
KALAMAZOO VALLEY	\$10,918,722	\$12,441,455	\$13,961,330	\$15,114,838	\$16,174,396	\$17,041,556	\$17,940,039	\$19,175,756	\$19,692,463	2.7%
KELLOGG	\$7,537,491	\$7,974,785	\$8,582,199	\$8,900,235	\$9,114,148	\$9,418,372	\$9,816,168	\$10,251,358	\$10,692,036	4.3%
KIRTLAND	\$4,387,970	\$4,639,489	\$4,897,980	\$5,063,226	\$5,344,818	\$5,620,109	\$5,867,136	\$6,255,899	\$6,462,313	3.3%
LAKE MICHIGAN	\$8,214,757	\$8,599,589	\$9,735,277	\$10,219,154	\$10,973,049	\$11,735,503	\$12,357,052	\$13,360,678	\$14,098,914	5.5%
LANSING	\$21,093,460	\$30,484,020	\$32,590,694	\$34,460,949	\$36,106,835	\$38,133,388	\$39,394,072	\$41,722,075	\$42,147,127	1.0%
MACOMB	\$26,040,684	\$33,613,182	\$35,741,579	\$37,183,032	\$39,033,176	\$41,050,394	\$43,554,029	\$45,929,960	\$45,866,150	-0.1%
MID MICHIGAN	\$1,551,332	\$1,640,123	\$1,744,176	\$1,794,848	\$1,885,260	\$2,003,811	\$2,101,514	\$2,208,220	\$2,320,946	5.1%
MONROE	\$10,037,409	\$10,518,389	\$10,939,320	\$11,244,481	\$11,684,119	\$12,259,020	\$12,864,794	\$13,468,676	\$13,698,172	1.7%
MONTCALM	\$3,666,115	\$3,838,652	\$4,542,282	\$4,558,711	\$4,612,646	\$4,871,794	\$5,143,813	\$5,420,165	\$5,618,068	3.7%
MOTT	\$11,443,343	\$18,082,110	\$19,225,971	\$19,942,024	\$20,989,013	\$22,023,933	\$23,418,678	\$24,151,850	\$24,314,959	0.7%
MUSKEGON	\$6,776,183	\$7,178,154	\$7,567,685	\$8,134,964	\$8,373,975	\$8,749,398	\$9,277,215	\$9,696,789	\$9,963,061	2.7%
NORTH CENTRAL	\$3,578,000	\$3,894,000	\$4,163,371	\$4,352,531	\$4,587,411	\$4,856,249	\$5,123,017	\$5,718,501	\$5,912,277	3.4%
NORTHWESTERN	\$5,823,265	\$6,233,800	\$6,617,368	\$6,888,471	\$7,335,917	\$7,745,330	\$8,345,863	\$8,860,932	\$9,215,973	4.0%
OAKLAND	\$69,288,038	\$73,882,524	\$79,213,789	\$81,064,779	\$85,557,465	\$89,673,237	\$96,075,189	\$98,852,768	\$98,787,177	-0.1%
ST. CLAIR	\$7,876,909	\$8,347,968	\$8,271,894	\$8,602,611	\$8,945,783	\$9,492,715	\$9,785,321	\$10,395,943	\$10,615,515	2.1%
SCHOOLCRAFT	\$18,918,382	\$20,396,516	\$21,724,264	\$22,575,897	\$24,022,492	\$25,342,050	\$26,799,354	\$28,020,503	\$27,588,752	-1.5%
SOUTHWESTERN	\$3,143,788	\$3,370,830	\$3,533,824	\$3,662,084	\$3,834,808	\$3,972,225	\$4,176,196	\$4,441,449	\$4,600,727	3.6%
WASHTENAW	\$32,734,279	\$35,407,097	\$38,033,617	\$39,964,037	\$42,335,874	\$45,093,110	\$47,928,867	\$51,137,437	\$50,783,182	-0.7%
WAYNE COUNTY	\$21,787,471	\$58,011,039	\$60,738,639	\$62,540,354	\$65,617,962	\$67,135,607	\$71,346,222	\$74,916,900	\$73,469,100	-1.9%
WEST SHORE	\$3,625,858	\$3,813,795	\$4,070,094	\$4,246,902	\$4,552,593	\$4,859,854	\$5,113,275	\$5,576,498	\$5,634,716	1.0%
STATE TOTAL	\$339,668,138	\$416,867,238	\$443,535,566	\$460,226,381	\$483,847,347	\$509,696,415	\$534,490,774	\$558,893,181	\$566,968,909	1.4%

TABLE 4
PROPERTY TAX REVENUE PER FYES

	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	1 YEAR CHANGE
ALPENA	\$1,644	\$1,539	\$1,516	\$1,631	\$1,828	\$1,883	\$1,946	\$1,806	\$1,863	3.2%
BAY DE NOC	\$1,088	\$1,047	\$1,009	\$957	\$1,094	\$1,245	\$1,341	\$1,311	\$1,246	-5.0%
DELTA	\$3,354	\$3,206	\$3,253	\$3,317	\$3,326	\$3,375	\$2,957	\$2,621	\$3,173	21.1%
GLEN OAKS	\$3,556	\$3,543	\$3,919	\$3,959	\$4,303	\$5,289	\$5,438	\$5,292	\$4,473	-15.5%
GOGEBIC	\$1,374	\$1,447	\$1,359	\$1,505	\$1,658	\$1,723	\$1,627	\$1,664	\$1,563	-6.1%
GRAND RAPIDS	\$2,791	\$2,829	\$2,765	\$2,765	\$2,763	\$2,821	\$2,911	\$3,004	\$2,914	-3.0%
HENRY FORD	\$1,474	\$1,475	\$1,401	\$1,419	\$1,389	\$1,726	\$1,650	\$1,508	\$1,320	-12.5%
JACKSON	\$1,229	\$1,223	\$1,207	\$1,200	\$1,254	\$1,301	\$1,228	\$1,202	\$1,086	-9.7%
KALAMAZOO VALLEY	\$2,271	\$2,334	\$2,374	\$2,505	\$2,568	\$2,682	\$2,700	\$2,849	\$2,771	-2.7%
KELLOGG	\$2,551	\$2,604	\$2,487	\$2,539	\$2,654	\$2,804	\$2,845	\$2,866	\$2,937	2.5%
KIRTLAND	\$5,994	\$5,458	\$4,854	\$4,590	\$4,859	\$5,460	\$5,313	\$5,379	\$5,453	1.4%
LAKE MICHIGAN	\$4,321	\$4,332	\$4,562	\$3,783	\$4,697	\$5,391	\$5,738	\$6,395	\$6,173	-3.5%
LANSING	\$2,256	\$2,978	\$2,926	\$3,286	\$3,324	\$3,372	\$3,305	\$3,491	\$3,232	-7.4%
MACOMB	\$2,197	\$2,721	\$2,780	\$2,942	\$3,004	\$3,071	\$3,119	\$3,187	\$2,987	-6.3%
MID MICHIGAN	\$1,121	\$1,080	\$1,008	\$932	\$934	\$930	\$911	\$842	\$778	-7.6%
MONROE	\$5,452	\$5,169	\$5,037	\$4,845	\$4,738	\$4,812	\$4,883	\$5,034	\$4,868	-3.3%
MONTCALM	\$4,954	\$4,739	\$5,127	\$4,572	\$3,859	\$3,790	\$3,106	\$3,008	\$4,103	36.4%
MOTT	\$2,241	\$3,137	\$2,987	\$3,277	\$3,367	\$3,482	\$3,668	\$3,247	\$3,289	1.3%
MUSKEGON	\$2,782	\$2,656	\$2,457	\$2,561	\$2,698	\$2,943	\$3,072	\$3,316	\$3,111	-6.2%
NORTH CENTRAL	\$3,360	\$3,300	\$3,481	\$3,639	\$3,720	\$3,783	\$3,831	\$4,017	\$3,620	-9.9%
NORTHWESTERN	\$2,309	\$2,361	\$2,369	\$2,412	\$2,240	\$2,351	\$2,530	\$2,629	\$2,997	14.0%
OAKLAND	\$4,742	\$5,235	\$5,521	\$5,524	\$5,648	\$5,868	\$6,163	\$6,167	\$5,716	-7.3%
ST. CLAIR	\$3,169	\$3,151	\$2,879	\$2,896	\$3,072	\$3,302	\$3,400	\$3,395	\$3,117	-8.2%
SCHOOLCRAFT	\$3,524	\$3,442	\$3,476	\$3,412	\$3,525	\$3,509	\$3,461	\$3,462	\$3,148	-9.1%
SOUTHWESTERN	\$1,836	\$1,785	\$2,003	\$2,219	\$2,436	\$2,502	\$2,973	\$2,870	\$2,800	-2.4%
WASHTENAW	\$5,405	\$5,255	\$5,168	\$5,403	\$5,698	\$5,813	\$5,951	\$6,495	\$5,791	-10.8%
WAYNE COUNTY	\$4,897	\$10,486	\$8,770	\$8,627	\$8,618	\$8,545	\$7,659	\$6,895	\$5,895	-14.5%
WEST SHORE	\$4,796	\$4,877	\$4,939	\$4,921	\$5,241	\$5,654	\$5,896	\$6,455	\$6,377	-1.2%
STATE AGGREGATE	\$3,112	\$3,568	\$3,528	\$3,603	\$3,689	\$3,822	\$3,839	\$3,822	\$3,606	-5.7%
STATE AVERAGE	\$3,096	\$3,336	\$3,273	\$3,273	\$3,376	\$3,551	\$3,558	\$3,586	\$3,457	-3.6%

TABLE 5
TUITION AND FEE REVENUE

	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	1 YEAR CHANGE
ALPENA	\$2,674,351	\$3,194,041	\$3,620,793	\$4,420,412	\$4,611,601	\$4,631,006	\$4,964,824	\$5,790,507	\$5,902,256	1.9%
BAY DE NOC	\$3,158,638	\$3,650,325	\$4,263,929	\$4,839,255	\$4,607,637	\$4,784,563	\$5,198,044	\$5,971,381	\$6,554,622	9.8%
DELTA	\$12,903,929	\$14,406,709	\$15,761,449	\$23,261,484	\$23,522,396	\$23,807,295	\$25,948,195	\$28,106,760	\$29,471,109	4.9%
GLEN OAKS	\$1,967,679	\$2,401,499	\$2,397,188	\$2,541,432	\$2,370,345	\$2,441,989	\$2,486,926	\$2,949,355	\$3,404,521	15.4%
GOGEBIC	\$1,433,961	\$1,520,362	\$1,780,861	\$1,954,085	\$1,909,479	\$2,103,354	\$2,507,103	\$2,715,280	\$3,060,500	12.7%
GRAND RAPIDS	\$17,785,390	\$19,584,528	\$23,237,077	\$26,668,826	\$29,751,698	\$33,350,809	\$36,608,481	\$40,389,594	\$43,739,122	8.3%
HENRY FORD	\$22,032,003	\$23,834,366	\$24,875,821	\$27,922,981	\$32,019,783	\$31,494,322	\$33,620,310	\$38,570,016	\$45,420,639	17.8%
JACKSON	\$7,385,596	\$8,014,551	\$9,907,070	\$11,732,001	\$12,945,477	\$14,204,249	\$17,015,674	\$19,537,427	\$21,982,018	12.5%
KALAMAZOO VALLEY	\$8,332,143	\$9,558,907	\$10,400,655	\$11,601,339	\$12,454,809	\$13,172,315	\$14,995,938	\$16,059,380	\$16,774,609	4.5%
KELLOGG	\$6,896,186	\$7,485,913	\$8,616,486	\$9,589,081	\$9,953,640	\$9,906,516	\$10,954,868	\$12,207,350	\$12,314,489	0.9%
KIRTLAND	\$1,940,372	\$2,434,027	\$3,088,887	\$3,891,825	\$4,322,460	\$4,429,296	\$5,007,115	\$5,166,814	\$5,357,717	3.7%
LAKE MICHIGAN	\$3,875,335	\$4,475,959	\$4,974,196	\$6,165,601	\$6,630,085	\$7,186,213	\$8,499,234	\$7,778,654	\$8,944,402	15.0%
LANSING	\$20,472,371	\$22,830,601	\$26,095,448	\$27,103,801	\$31,134,402	\$37,223,761	\$40,160,599	\$45,172,683	\$47,915,880	6.1%
MACOMB	\$25,931,159	\$26,981,548	\$29,125,588	\$29,382,578	\$31,400,661	\$34,733,266	\$37,960,847	\$39,508,124	\$44,006,896	11.4%
MID MICHIGAN	\$3,590,604	\$4,516,003	\$5,450,221	\$6,453,064	\$7,652,024	\$8,280,568	\$9,395,640	\$11,348,587	\$13,987,173	23.3%
MONROE	\$3,537,634	\$3,959,052	\$4,113,045	\$4,869,449	\$5,365,456	\$5,725,284	\$6,216,159	\$6,932,511	\$7,569,270	9.2%
MONTCALM	\$1,713,734	\$2,113,267	\$2,367,632	\$3,051,329	\$3,605,339	\$4,225,980	\$5,422,411	\$5,561,266	\$4,862,849	-12.6%
MOTT	\$15,669,579	\$19,128,524	\$21,301,026	\$22,486,000	\$22,809,215	\$24,444,941	\$25,321,353	\$27,650,338	\$30,423,884	10.0%
MUSKEGON	\$4,726,420	\$5,473,025	\$6,669,985	\$7,811,436	\$8,008,637	\$8,733,794	\$9,857,152	\$10,755,150	\$11,605,305	7.9%
NORTH CENTRAL	\$2,181,206	\$2,521,948	\$2,720,059	\$3,244,789	\$3,383,880	\$3,985,363	\$4,442,255	\$4,767,989	\$5,378,542	12.8%
NORTHWESTERN	\$8,138,469	\$9,025,766	\$10,478,158	\$12,614,198	\$13,340,839	\$13,938,531	\$14,474,378	\$15,175,794	\$16,864,981	11.1%
OAKLAND	\$26,842,728	\$27,265,957	\$30,695,200	\$33,712,810	\$35,656,095	\$36,406,323	\$37,483,181	39298139	42988811	9.4%
ST. CLAIR	\$6,714,095	\$6,912,982	\$7,683,703	\$8,216,355	\$8,041,119	\$8,484,530	\$9,512,725	\$11,182,626	\$12,939,276	15.7%
SCHOOLCRAFT	\$14,514,308	\$16,249,506	\$17,160,531	\$20,037,844	\$20,923,643	\$23,228,613	\$25,473,354	\$27,700,444	\$30,649,430	10.6%
SOUTHWESTERN	\$3,582,115	\$4,188,897	\$4,327,404	\$4,574,531	\$4,740,594	\$5,176,248	\$5,279,889	\$6,369,708	\$7,227,329	13.5%
WASHTENAW	\$13,806,771	\$15,455,722	\$16,978,733	\$19,545,541	\$20,000,125	\$21,395,863	\$22,889,002	\$23,229,059	\$27,186,456	17.0%
WAYNE COUNTY	\$10,267,181	\$11,283,906	\$15,418,252	\$15,323,057	\$17,053,830	\$19,567,155	\$22,854,318	\$29,950,664	\$35,039,631	17.0%
WEST SHORE	\$1,452,552	\$1,575,246	\$1,865,981	\$2,079,372	\$2,210,093	\$2,375,289	\$2,496,787	\$2,518,616	\$2,656,019	5.5%
STATE TOTAL	\$253,526,509	\$280,043,137	\$315,375,378	\$355,094,476	\$380,425,362	\$409,437,436	\$447,046,762	\$492,364,216	\$544,227,736	10.5%

TABLE 6
TUITION AND FEE REVENUE PER FYES

	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	1 YEAR CHANGE
ALPENA	\$2,384	\$2,519	\$2,700	\$3,475	\$3,817	\$3,797	\$3,996	\$4,169	\$4,223	1.3%
BAY DE NOC	\$2,243	\$2,329	\$2,476	\$2,606	\$2,784	\$3,050	\$3,423	\$3,724	\$3,833	2.9%
DELTA	\$2,309	\$2,360	\$2,495	\$3,661	\$3,593	\$3,585	\$3,901	\$4,001	\$3,976	-0.6%
GLEN OAKS	\$2,008	\$2,240	\$2,431	\$2,487	\$2,551	\$2,822	\$2,941	\$3,213	\$2,987	-7.0%
GOGEBIC	\$2,199	\$2,364	\$2,477	\$2,882	\$2,999	\$3,305	\$3,571	\$3,720	\$3,818	2.6%
GRAND RAPIDS	\$2,347	\$2,489	\$2,702	\$3,003	\$3,178	\$3,435	\$3,646	\$3,958	\$4,088	3.3%
HENRY FORD	\$3,191	\$3,265	\$3,200	\$3,555	\$3,829	\$3,803	\$3,910	\$4,021	\$4,119	2.4%
JACKSON	\$2,672	\$2,740	\$3,137	\$3,504	\$3,665	\$4,014	\$4,370	\$4,591	\$4,633	0.9%
KALAMAZOO VALLEY	\$1,733	\$1,793	\$1,769	\$1,922	\$1,977	\$2,073	\$2,257	\$2,386	\$2,360	-1.1%
KELLOGG	\$2,334	\$2,445	\$2,497	\$2,736	\$2,898	\$2,949	\$3,174	\$3,412	\$3,383	-0.8%
KIRTLAND	\$2,651	\$2,864	\$3,061	\$3,528	\$3,930	\$4,303	\$4,534	\$4,442	\$4,521	1.8%
LAKE MICHIGAN	\$2,039	\$2,255	\$2,331	\$2,283	\$2,838	\$3,301	\$3,947	\$3,723	\$3,916	5.2%
LANSING	\$2,189	\$2,230	\$2,343	\$2,584	\$2,866	\$3,291	\$3,369	\$3,779	\$3,675	-2.8%
MACOMB	\$2,188	\$2,184	\$2,266	\$2,325	\$2,417	\$2,598	\$2,719	\$2,742	\$2,866	4.5%
MID MICHIGAN	\$2,594	\$2,975	\$3,149	\$3,351	\$3,789	\$3,842	\$4,072	\$4,326	\$4,688	8.4%
MONROE	\$1,922	\$1,945	\$1,894	\$2,098	\$2,176	\$2,248	\$2,360	\$2,591	\$2,690	3.8%
MONTCALM	\$2,316	\$2,609	\$2,672	\$3,061	\$3,017	\$3,287	\$3,274	\$3,087	\$3,552	15.1%
MOTT	\$3,068	\$3,319	\$3,310	\$3,695	\$3,659	\$3,865	\$3,966	\$3,718	\$4,115	10.7%
MUSKEGON	\$1,940	\$2,025	\$2,166	\$2,459	\$2,580	\$2,938	\$3,264	\$3,678	\$3,624	-1.5%
NORTH CENTRAL	\$2,048	\$2,137	\$2,274	\$2,713	\$2,744	\$3,104	\$3,322	\$3,350	\$3,293	-1.7%
NORTHWESTERN	\$3,227	\$3,419	\$3,752	\$4,417	\$4,073	\$4,231	\$4,389	\$4,502	\$5,484	21.8%
OAKLAND	\$1,837	\$1,932	\$2,139	\$2,297	\$2,354	\$2,383	\$2,404	\$2,452	\$2,488	1.5%
ST. CLAIR	\$2,701	\$2,610	\$2,674	\$2,766	\$2,762	\$2,951	\$3,306	\$3,652	\$3,799	4.0%
SCHOOLCRAFT	\$2,704	\$2,743	\$2,746	\$3,029	\$3,070	\$3,216	\$3,290	\$3,422	\$3,497	2.2%
SOUTHWESTERN	\$2,092	\$2,219	\$2,453	\$2,772	\$3,011	\$3,260	\$3,758	\$4,116	\$4,398	6.9%
WASHTENAW	\$2,280	\$2,294	\$2,307	\$2,642	\$2,692	\$2,758	\$2,842	\$2,950	\$3,100	5.1%
WAYNE COUNTY	\$2,308	\$2,040	\$2,226	\$2,114	\$2,240	\$2,490	\$2,453	\$2,757	\$2,811	2.0%
WEST SHORE	\$1,921	\$2,014	\$2,265	\$2,409	\$2,544	\$2,764	\$2,879	\$2,915	\$3,006	3.1%
STATE AGGREGATE	\$2,323	\$2,397	\$2,509	\$2,780	\$2,901	\$3,070	\$3,211	\$3,367	\$3,461	2.8%
STATE AVERAGE	\$2,337	\$2,441	\$2,568	\$2,871	\$3,002	\$3,202	\$3,405	\$3,550	\$3,677	3.6%

TABLE 7
TOTAL REVENUE PER FYES

	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	1 YEAR CHANGE
ALPENA	\$8,975	\$8,424	\$8,228	\$9,170	\$10,118	\$10,054	\$9,893	\$10,345	\$10,149	-1.9%
BAY DE NOC	\$7,200	\$6,749	\$6,557	\$6,335	\$7,074	\$7,717	\$8,103	\$9,193	\$8,714	-5.2%
DELTA	\$8,487	\$8,090	\$8,097	\$9,506	\$9,420	\$9,511	\$9,146	\$9,342	\$9,423	0.9%
GLEN OAKS	\$8,393	\$8,139	\$8,962	\$8,713	\$9,510	\$10,931	\$10,988	\$11,431	\$9,647	-15.6%
GOGEBIC	\$10,483	\$10,884	\$9,965	\$10,562	\$11,687	\$11,814	\$11,424	\$11,635	\$11,122	-4.4%
GRAND RAPIDS	\$8,002	\$7,926	\$7,812	\$8,042	\$8,231	\$8,500	\$8,498	\$9,393	\$9,126	-2.8%
HENRY FORD	\$8,097	\$8,000	\$7,629	\$7,764	\$7,900	\$8,214	\$7,836	\$8,159	\$7,575	-7.2%
JACKSON	\$8,968	\$8,799	\$8,720	\$8,605	\$8,712	\$8,979	\$8,695	\$9,302	\$8,785	-5.6%
KALAMAZOO VALLEY	\$6,887	\$6,818	\$6,439	\$6,373	\$6,570	\$6,776	\$6,812	\$7,536	\$7,093	-5.9%
KELLOGG	\$8,740	\$8,644	\$8,041	\$7,950	\$8,522	\$8,767	\$8,721	\$9,474	\$9,317	-1.7%
KIRTLAND	\$13,607	\$13,251	\$11,884	\$11,412	\$12,241	\$13,379	\$13,019	\$13,482	\$13,499	0.1%
LAKE MICHIGAN	\$9,929	\$9,716	\$9,749	\$8,077	\$10,822	\$11,343	\$12,232	\$13,350	\$12,889	-3.5%
LANSING	\$8,355	\$8,772	\$8,399	\$8,854	\$9,263	\$9,532	\$9,111	\$10,324	\$9,535	-7.6%
MACOMB	\$7,603	\$7,999	\$7,851	\$7,827	\$8,083	\$8,284	\$8,219	\$8,708	\$8,284	-4.9%
MID MICHIGAN	\$7,263	\$7,230	\$6,878	\$6,496	\$6,873	\$6,804	\$6,805	\$7,144	\$7,128	-0.2%
MONROE	\$10,037	\$9,487	\$9,060	\$8,708	\$8,715	\$8,831	\$8,788	\$9,525	\$9,159	-3.8%
MONTCALM	\$12,146	\$11,529	\$11,581	\$10,716	\$9,815	\$9,634	\$8,152	\$8,066	\$10,300	27.7%
MOTT	\$8,960	\$9,650	\$9,022	\$9,621	\$9,815	\$10,095	\$10,187	\$9,661	\$9,947	3.0%
MUSKEGON	\$8,749	\$8,268	\$7,627	\$7,598	\$8,149	\$8,841	\$9,421	\$10,115	\$9,507	-6.0%
NORTH CENTRAL	\$8,476	\$8,326	\$8,417	\$8,714	\$9,144	\$9,234	\$9,385	\$9,828	\$8,896	-9.5%
NORTHWESTERN	\$9,994	\$9,934	\$10,019	\$10,086	\$9,434	\$9,479	\$9,613	\$10,318	\$11,825	14.6%
OAKLAND	\$8,328	\$8,872	\$9,255	\$9,197	\$9,528	\$9,774	\$10,123	\$10,509	\$9,831	-6.5%
ST. CLAIR	\$8,988	\$8,775	\$8,238	\$7,958	\$8,394	\$8,917	\$9,165	\$9,885	\$9,272	-6.2%
SCHOOLCRAFT	\$8,865	\$8,434	\$8,259	\$8,452	\$8,756	\$8,900	\$8,593	\$9,007	\$8,464	-6.0%
SOUTHWESTERN	\$8,489	\$8,199	\$8,858	\$9,023	\$9,956	\$9,931	\$11,666	\$11,829	\$11,371	-3.9%
WASHTENAW	\$10,326	\$9,879	\$9,647	\$10,087	\$10,564	\$10,773	\$10,823	\$12,008	\$10,981	-8.6%
WAYNE COUNTY	\$11,353	\$15,941	\$13,655	\$12,951	\$13,103	\$13,259	\$12,025	\$11,514	\$10,347	-10.1%
WEST SHORE	\$10,276	\$10,322	\$10,305	\$9,959	\$10,623	\$11,527	\$11,607	\$12,367	\$12,294	-0.6%
STATE AGGREGATE	\$8,667	\$8,945	\$8,714	\$8,812	\$9,136	\$9,386	\$9,303	\$9,804	\$9,346	-4.7%
STATE AVERAGE	\$9,142	\$9,181	\$8,898	\$8,884	\$9,322	\$9,636	\$9,609	\$10,123	\$9,803	-3.2%

TABLE 8
TAXABLE VALUE

	2000-01 (000's)	2001-02 (000's)	2002-03 (000's)	2003-04 (000's)	2004-05 (000's)	2005-06 (000's)	2006-07 (000's)	2007-08 (000's)	2008-09 (000's)	2009-10 (000's)	1 YEAR CHANGE
ALPENA	\$721,423	\$765,562	\$826,075	\$853,226	\$897,284	\$944,399	\$998,154	\$1,035,986	\$1,066,675	\$1,095,700	2.7%
BAY DE NOC	\$762,299	\$813,878	\$854,350	\$883,567	\$914,332	\$955,206	\$1,001,979	\$1,052,398	\$1,077,840	\$1,121,514	4.1%
DELTA	\$9,162,552	\$9,617,314	\$10,089,180	\$10,329,266	\$10,665,874	\$10,987,873	\$11,458,254	\$11,803,652	\$11,518,490	\$11,671,336	1.3%
GLEN OAKS	\$1,213,874	\$1,315,721	\$1,369,808	\$1,430,005	\$1,460,667	\$1,569,589	\$1,651,488	\$1,727,076	\$1,799,097	\$1,873,226	4.1%
GOGEBIC	\$300,206	\$314,836	\$330,258	\$347,477	\$366,069	\$388,294	\$407,216	\$431,404	\$455,310	\$482,418	6.0%
GRAND RAPIDS	\$14,777,127	\$15,803,673	\$16,849,660	\$17,648,394	\$18,364,399	\$19,544,727	\$20,793,745	\$21,880,768	\$22,373,614	\$22,496,779	0.6%
HENRY FORD	\$3,792,555	\$3,792,555	\$4,111,627	\$4,313,878	\$4,386,238	\$4,386,238	\$4,523,966	\$4,649,373	\$4,575,536	\$4,315,577	-5.7%
JACKSON	\$2,777,596	\$3,022,214	\$3,267,303	\$3,595,871	\$3,790,536	\$3,988,242	\$4,220,571	\$4,335,490	\$4,414,730	\$4,432,865	0.4%
KALAMAZOO VALLEY	\$5,420,790	\$5,784,356	\$6,175,841	\$6,435,309	\$6,801,268	\$7,173,745	\$7,602,833	\$8,016,316	\$8,329,509	\$8,427,557	1.2%
KELLOGG	\$2,530,827	\$2,740,973	\$2,908,003	\$3,032,750	\$3,143,362	\$3,226,908	\$3,383,902	\$3,503,176	\$3,684,751	\$3,809,041	3.4%
KIRTLAND	\$1,950,603	\$2,081,566	\$2,229,688	\$2,355,688	\$2,510,432	\$2,664,316	\$2,811,595	\$2,962,472	\$3,064,348	\$3,155,852	3.0%
LAKE MICHIGAN	\$4,381,453	\$4,632,906	\$5,311,352	\$5,671,414	\$6,167,243	\$6,519,420	\$6,649,453	\$7,146,649	\$7,591,755	\$7,961,666	4.9%
LANSING	\$7,451,367	\$8,028,497	\$8,577,609	\$9,026,707	\$9,562,201	\$10,100,025	\$10,637,548	\$11,173,428	\$11,395,712	\$11,395,712	0.0%
MACOMB	\$21,099,256	\$22,702,422	\$24,205,983	\$25,573,225	\$26,980,530	\$28,602,727	\$30,373,918	\$31,862,670	\$31,937,933	\$31,059,989	-2.7%
MID MICHIGAN	\$1,168,197	\$1,250,830	\$1,341,544	\$1,420,265	\$1,511,705	\$1,610,049	\$1,770,677	\$1,819,047	\$1,876,546	\$1,941,146	3.4%
MONROE	\$4,516,473	\$4,709,442	\$4,926,511	\$5,100,912	\$5,334,377	\$5,586,498	\$5,887,176	\$6,218,441	\$6,283,960	\$6,155,641	-2.0%
MONTCALM	\$1,326,423	\$1,430,916	\$1,625,032	\$1,706,373	\$1,810,674	\$1,906,025	\$1,999,775	\$2,116,937	\$2,175,704	\$2,251,490	3.5%
MOTT	\$8,532,219	\$9,000,826	\$9,608,377	\$10,079,184	\$10,612,707	\$11,255,994	\$11,882,681	\$12,436,134	\$12,406,477	\$11,956,142	-3.6%
MUSKEGON	\$2,969,387	\$3,244,251	\$3,453,068	\$3,613,149	\$3,795,562	\$3,995,551	\$4,237,701	\$4,496,107	\$4,646,806	\$4,714,943	1.5%
NORTH CENTRAL	\$1,665,096	\$1,847,701	\$2,002,453	\$2,117,533	\$2,259,870	\$2,399,926	\$2,559,443	\$2,711,947	\$2,803,832	\$2,894,005	3.2%
NORTHWESTERN	\$2,444,762	\$2,660,298	\$2,876,573	\$3,071,914	\$3,322,297	\$3,563,214	\$3,881,076	\$4,167,149	\$4,324,889	\$4,465,548	3.3%
OAKLAND	\$44,062,984	\$47,314,390	\$50,332,419	\$52,814,126	\$55,604,203	\$58,462,967	\$61,706,284	\$63,203,194	\$64,265,442	\$64,265,442	0.0%
ST. CLAIR	\$4,264,890	\$4,525,137	\$4,858,654	\$4,976,878	\$5,224,301	\$5,498,699	\$5,782,079	\$6,094,393	\$6,216,225	\$6,188,767	-0.4%
SCHOOLCRAFT	\$10,339,674	\$11,169,194	\$11,933,156	\$12,578,893	\$13,332,206	\$14,087,472	\$14,964,557	\$15,657,606	\$15,488,016	\$14,957,873	-3.4%
SOUTHWESTERN	\$1,164,443	\$1,268,555	\$1,348,856	\$1,414,389	\$1,496,815	\$1,581,257	\$1,693,519	\$1,816,605	\$1,904,657	\$1,996,946	4.8%
WASHTENAW	\$9,584,208	\$10,222,954	\$11,097,394	\$11,734,874	\$12,539,706	\$13,396,298	\$14,315,853	\$15,181,435	\$15,322,679	\$14,992,190	-2.2%
WAYNE COUNTY	\$23,541,977	\$25,035,894	\$26,415,430	\$27,171,210	\$28,966,809	\$30,535,891	\$31,927,579	\$33,551,432	\$33,422,766	\$32,228,659	-3.6%
WEST SHORE	\$1,630,049	\$1,732,417	\$1,857,433	\$1,958,531	\$2,068,946	\$2,194,408	\$2,332,686	\$2,508,120	\$2,611,786	\$2,711,269	3.8%
STATE TOTAL	\$193,552,712	\$206,829,278	\$220,783,637	\$231,255,008	\$243,890,613	\$257,125,958	\$271,455,708	\$283,559,405	\$287,035,085	\$285,019,294	-0.7%

**TABLE 9
REVENUE SOURCES BY PERCENTAGE**

REVENUE SOURCE	1999-2000	2000-01	2001-02	2002-03	2003-04 ¹	2004-05	2005-06	2006-07 ²	2007-08	2008-09
STATE AID	33.0%	33.3%	30.3%	27.8%	24.3%	23.9%	22.3%	18.9%	21.7%	20.0%
PROPERTY TAX	36.3%	35.9%	39.9%	40.5%	40.9%	40.4%	40.7%	41.3%	39.0%	38.6%
TUITION & FEES	27.0%	26.8%	26.8%	28.8%	31.6%	31.7%	32.7%	34.5%	34.3%	37.0%
ALL OTHER	3.8%	4.0%	3.1%	2.9%	3.3%	4.0%	4.3%	5.3%	5.0%	4.4%
TOTAL	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

¹ Beginning in 2003-04 revenue includes General and Designated Funds due to reporting changes.

² Two delayed payments were appropriated to the Community Colleges in 2007-08 as a one-time supplemental payment for 2006-07, and had to be recorded in 2007-08 due to GAAP requirements.

TABLE 10
AT-RISK STUDENT SUCCESS GRANTS

	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	1 YEAR CHANGE
ALPENA	\$121,725	\$104,004	\$82,652	\$68,700	\$68,700	\$76,300	\$78,600	\$80,500	\$80,200	\$83,000	3.5%
BAY DE NOC	\$105,324	\$98,650	\$89,928	\$82,400	\$82,400	\$91,300	\$100,800	\$76,600	\$62,800	\$69,100	10.0%
DELTA	\$110,504	\$110,240	\$105,387	\$99,400	\$99,400	\$97,100	\$97,900	\$99,400	\$104,500	\$106,400	1.8%
GLEN OAKS	\$131,210	\$135,832	\$133,674	\$127,500	\$127,500	\$123,600	\$117,500	\$115,100	\$112,500	\$111,300	-1.1%
GOGEBIC	\$78,617	\$78,902	\$75,431	\$71,500	\$71,500	\$66,200	\$62,400	\$58,200	\$58,600	\$56,300	-3.9%
GRAND RAPIDS	\$76,714	\$74,179	\$85,841	\$98,000	\$98,000	\$117,200	\$122,100	\$128,700	\$132,300	\$133,300	0.8%
HENRY FORD	\$168,324	\$164,807	\$158,074	\$146,500	\$146,500	\$146,300	\$151,900	\$159,200	\$161,900	\$163,300	0.9%
JACKSON	\$114,933	\$113,768	\$109,157	\$101,800	\$101,800	\$102,000	\$105,000	\$113,800	\$120,900	\$132,800	9.8%
KALAMAZOO VALLEY	\$118,490	\$113,499	\$112,017	\$100,200	\$100,200	\$89,700	\$89,400	\$91,100	\$92,000	\$92,000	0.0%
KELLOGG	\$157,285	\$158,343	\$151,327	\$143,000	\$143,000	\$155,100	\$159,500	\$167,400	\$163,600	\$152,600	-6.7%
KIRTLAND	\$145,724	\$158,732	\$163,408	\$146,600	\$146,600	\$125,800	\$124,300	\$129,000	\$125,400	\$128,400	2.4%
LAKE MICHIGAN	\$194,902	\$192,554	\$180,214	\$162,100	\$162,100	\$154,900	\$155,800	\$155,100	\$157,200	\$147,000	-6.5%
LANSING	\$134,738	\$157,864	\$157,090	\$147,600	\$147,600	\$139,800	\$134,500	\$143,800	\$153,500	\$157,000	2.3%
MACOMB	\$90,272	\$91,038	\$89,157	\$84,400	\$84,400	\$83,600	\$83,300	\$84,300	\$84,400	\$84,200	-0.2%
MID MICHIGAN	\$123,549	\$129,419	\$134,080	\$124,000	\$124,000	\$134,400	\$142,200	\$147,900	\$141,400	\$133,600	-5.5%
MONROE	\$102,673	\$99,275	\$96,061	\$90,700	\$90,700	\$94,000	\$97,500	\$103,900	\$105,400	\$104,100	-1.2%
MONTCALM	\$70,131	\$71,694	\$67,030	\$67,800	\$67,800	\$66,700	\$66,700	\$66,000	\$75,000	\$75,600	0.8%
MOTT	\$105,617	\$109,157	\$107,209	\$101,900	\$101,900	\$102,600	\$103,800	\$105,700	\$106,300	\$113,300	6.6%
MUSKEGON	\$212,002	\$213,016	\$202,562	\$185,300	\$185,300	\$149,700	\$118,500	\$81,800	\$78,700	\$81,100	3.0%
NORTH CENTRAL	\$178,833	\$178,336	\$151,211	\$121,300	\$121,300	\$115,900	\$117,200	\$116,200	\$111,100	\$109,800	-1.2%
NORTHWESTERN	\$120,835	\$120,677	\$124,503	\$129,700	\$129,700	\$123,100	\$118,200	\$122,600	\$122,400	\$122,500	0.1%
OAKLAND	\$164,112	\$159,354	\$151,843	\$141,700	\$141,700	\$144,600	\$147,300	\$147,500	\$148,900	\$146,900	-1.3%
ST. CLAIR	\$77,130	\$80,413	\$85,399	\$88,500	\$88,500	\$93,400	\$92,000	\$110,500	\$124,800	\$123,100	-1.4%
SCHOOLCRAFT	\$148,852	\$150,164	\$146,970	\$134,800	\$134,800	\$129,000	\$130,000	\$128,500	\$127,300	\$123,500	-3.0%
SOUTHWESTERN	\$186,227	\$180,632	\$174,549	\$152,400	\$152,400	\$134,800	\$138,600	\$145,100	\$150,700	\$152,300	1.1%
WASHTENAW	\$148,858	\$161,709	\$164,416	\$157,200	\$157,200	\$161,700	\$159,800	\$153,700	\$140,300	\$127,300	-9.3%
WAYNE COUNTY	\$158,329	\$149,384	\$137,407	\$129,500	\$129,500	\$174,900	\$172,400	\$147,400	\$132,600	\$146,200	10.3%
WEST SHORE	\$146,193	\$136,460	\$126,109	\$118,200	\$118,200	\$129,000	\$135,500	\$143,700	\$148,000	\$146,700	-0.9%
STATE TOTAL	\$3,692,103	\$3,692,102	\$3,562,706	\$3,322,700	\$3,322,700	\$3,322,700	\$3,322,700	\$3,322,700	\$3,322,700	\$3,322,700	0.0%

TABLE 11
EXPENDITURES PER FYES

	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	1 YEAR CHANGE
ALPENA	\$8,220	\$7,646	\$7,628	\$9,192	\$9,632	\$9,887	\$9,847	\$9,503	\$10,010	5.3%
BAY DE NOC	\$7,110	\$6,343	\$6,042	\$6,203	\$7,146	\$7,421	\$8,034	\$8,499	\$8,722	2.6%
DELTA	\$7,494	\$7,148	\$7,366	\$8,676	\$8,744	\$8,787	\$8,919	\$8,760	\$8,540	-2.5%
GLEN OAKS	\$7,512	\$7,326	\$8,220	\$7,777	\$8,575	\$9,996	\$10,928	\$10,456	\$8,897	-14.9%
GOGEBIC	\$9,344	\$9,798	\$8,814	\$9,726	\$10,597	\$10,747	\$10,163	\$10,120	\$9,981	-1.4%
GRAND RAPIDS	\$7,586	\$7,359	\$7,111	\$7,730	\$7,952	\$8,268	\$8,275	\$8,689	\$8,899	2.4%
HENRY FORD	\$7,758	\$9,195	\$7,086	\$10,312	\$7,560	\$7,684	\$7,223	\$7,225	\$6,818	-5.6%
JACKSON	\$8,288	\$8,147	\$7,746	\$7,876	\$7,669	\$8,063	\$7,756	\$7,997	\$7,765	-2.9%
KALAMAZOO VALLEY	\$6,070	\$6,122	\$5,882	\$5,682	\$5,798	\$6,076	\$6,106	\$6,724	\$6,820	1.4%
KELLOGG	\$8,110	\$8,161	\$7,747	\$7,619	\$8,214	\$8,498	\$8,306	\$8,195	\$8,220	0.3%
KIRTLAND	\$12,916	\$12,486	\$11,487	\$11,336	\$11,797	\$12,843	\$12,127	\$11,915	\$12,688	6.5%
LAKE MICHIGAN	\$9,248	\$8,214	\$8,036	\$7,044	\$8,549	\$8,786	\$9,491	\$10,935	\$10,903	-0.3%
LANSING	\$7,249	\$7,015	\$7,202	\$7,608	\$7,778	\$7,895	\$7,732	\$8,093	\$8,355	3.2%
MACOMB	\$6,174	\$6,334	\$6,512	\$6,714	\$6,785	\$6,923	\$6,825	\$6,844	\$6,934	1.3%
MID MICHIGAN	\$6,352	\$6,585	\$5,847	\$5,656	\$5,742	\$5,813	\$5,905	\$5,813	\$5,803	-0.2%
MONROE	\$8,908	\$8,569	\$8,208	\$8,092	\$8,260	\$8,142	\$8,254	\$8,813	\$8,900	1.0%
MONTCALM	\$10,646	\$10,341	\$10,144	\$9,101	\$8,512	\$8,869	\$7,486	\$7,830	\$10,091	28.9%
MOTT	\$8,601	\$8,776	\$8,323	\$9,046	\$9,131	\$9,377	\$9,351	\$8,331	\$8,933	7.2%
MUSKEGON	\$7,813	\$7,602	\$7,128	\$7,507	\$7,842	\$8,515	\$8,768	\$9,760	\$8,682	-11.0%
NORTH CENTRAL	\$6,901	\$6,799	\$7,380	\$7,915	\$8,232	\$8,284	\$8,649	\$8,599	\$7,980	-7.2%
NORTHWESTERN	\$9,240	\$9,768	\$9,084	\$9,542	\$8,901	\$8,948	\$9,236	\$9,678	\$11,086	14.5%
OAKLAND	\$6,049	\$6,485	\$6,979	\$7,472	\$7,582	\$7,857	\$7,906	\$8,043	\$7,907	-1.7%
ST. CLAIR	\$7,811	\$7,639	\$7,107	\$7,041	\$7,353	\$7,850	\$8,343	\$8,424	\$7,755	-7.9%
SCHOOLCRAFT	\$7,404	\$7,117	\$7,060	\$7,666	\$7,506	\$7,525	\$7,204	\$7,410	\$7,165	-3.3%
SOUTHWESTERN	\$7,069	\$6,743	\$7,356	\$7,696	\$8,507	\$8,405	\$9,409	\$9,348	\$9,944	6.4%
WASHTENAW	\$8,935	\$8,369	\$8,169	\$8,678	\$9,296	\$9,333	\$9,609	\$10,250	\$9,509	-7.2%
WAYNE COUNTY	\$11,310	\$11,427	\$11,420	\$10,966	\$9,866	\$10,306	\$9,184	\$8,711	\$8,362	-4.0%
WEST SHORE	\$9,566	\$9,850	\$10,302	\$9,427	\$10,130	\$11,230	\$11,496	\$12,353	\$12,018	-2.7%
STATE AGGREGATE	\$7,584	\$7,665	\$7,542	\$8,035	\$7,983	\$8,204	\$8,125	\$8,257	\$8,198	-0.7%

TABLE 12
FISCAL YEAR EQUATED STUDENTS (FYES)

	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	1 YEAR CHANGE
ALPENA	1,122	1,268	1,341	1,272	1,208	1,220	1,242	1,389	1,398	0.6%
BAY DE NOC	1,408	1,567	1,722	1,857	1,655	1,569	1,519	1,603	1,710	6.7%
DELTA	5,588	6,104	6,316	6,354	6,547	6,641	6,651	7,024	7,413	5.5%
GLEN OAKS	980	1,072	986	1,022	929	865	846	918	1,140	24.2%
GOGEBIC	652	643	719	678	637	637	702	730	802	9.8%
GRAND RAPIDS	7,578	7,870	8,599	8,880	9,363	9,708	10,042	10,205	10,700	4.9%
HENRY FORD	6,904	7,300	7,773	7,855	8,363	8,282	8,598	9,593	11,027	15.0%
JACKSON	2,764	2,925	3,158	3,348	3,532	3,539	3,894	4,255	4,745	11.5%
KALAMAZOO VALLEY	4,808	5,331	5,880	6,035	6,300	6,354	6,644	6,730	7,107	5.6%
KELLOGG	2,955	3,062	3,451	3,505	3,435	3,359	3,451	3,578	3,640	1.7%
KIRTLAND	732	850	1,009	1,103	1,100	1,029	1,104	1,163	1,185	1.9%
LAKE MICHIGAN	1,901	1,985	2,134	2,701	2,336	2,177	2,154	2,089	2,284	9.3%
LANSING	9,351	10,238	11,137	10,488	10,863	11,311	11,919	11,953	13,039	9.1%
MACOMB	11,852	12,352	12,855	12,638	12,994	13,367	13,963	14,410	15,355	6.6%
MID MICHIGAN	1,384	1,518	1,731	1,926	2,020	2,155	2,307	2,623	2,984	13.7%
MONROE	1,841	2,035	2,172	2,321	2,466	2,547	2,634	2,675	2,814	5.2%
MONTCALM	740	810	886	997	1,195	1,286	1,656	1,802	1,369	-24.0%
MOTT	5,107	5,764	6,436	6,086	6,234	6,326	6,385	7,437	7,393	-0.6%
MUSKEGON	2,436	2,703	3,080	3,177	3,104	2,973	3,020	2,924	3,202	9.5%
NORTH CENTRAL	1,065	1,180	1,196	1,196	1,233	1,284	1,337	1,423	1,633	14.8%
NORTHWESTERN	2,522	2,640	2,793	2,856	3,275	3,294	3,298	3,371	3,075	-8.8%
OAKLAND	14,613	14,112	14,349	14,676	15,148	15,281	15,590	16,029	17,281	7.8%
ST. CLAIR	2,486	2,649	2,873	2,971	2,912	2,875	2,878	3,062	3,406	11.2%
SCHOOLCRAFT	5,368	5,925	6,250	6,616	6,815	7,222	7,744	8,095	8,763	8.3%
SOUTHWESTERN	1,712	1,888	1,764	1,650	1,574	1,588	1,405	1,548	1,643	6.2%
WASHTENAW	6,056	6,738	7,359	7,397	7,430	7,757	8,054	7,874	8,769	11.4%
WAYNE COUNTY	4,450	5,491	6,926	7,249	7,614	7,857	9,316	10,865	12,463	14.7%
WEST SHORE	756	782	824	863	869	860	867	864	884	2.3%
STATE TOTAL	109,131	116,802	125,719	127,717	131,150	133,359	139,219	146,234	157,225	7.5%

TABLE 13
CONTACT HOUR EQUATED STUDENTS (CHES)

	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	1 YEAR CHANGE
ALPENA	1,349	1,492	1,595	1,522	1,443	1,457	1,518	1,630	1,638	7.9%
BAY DE NOC	1,643	1,772	1,905	2,079	1,888	1,791	1,727	1,832	1,945	12.6%
DELTA	6,545	7,165	7,390	7,939	8,020	7,999	8,157	8,624	8,939	9.6%
GLEN OAKS	1,171	1,278	1,174	1,220	1,106	1,052	1,024	1,103	1,363	33.1%
GOGEBIC	788	782	864	800	761	769	849	876	966	13.8%
GRAND RAPIDS	8,974	8,995	9,703	10,346	10,806	11,179	11,517	11,693	12,218	6.1%
HENRY FORD	8,128	8,436	8,950	8,739	9,298	9,224	9,437	10,493	12,069	27.9%
JACKSON	3,687	3,771	4,058	4,235	4,414	4,538	4,793	5,213	5,745	19.9%
KALAMAZOO VALLEY	6,128	6,678	7,214	7,467	7,480	7,673	7,962	8,144	8,484	6.6%
KELLOGG	3,458	3,710	4,165	4,321	4,309	4,492	4,643	4,310	4,257	-8.3%
KIRTLAND	895	1,045	1,288	1,380	1,355	1,257	1,356	1,403	1,458	7.5%
LAKE MICHIGAN	2,366	2,447	3,437	3,372	2,737	2,572	2,670	2,556	2,832	6.1%
LANSING	11,718	12,820	13,888	12,215	12,600	13,332	13,923	13,874	15,179	9.0%
MACOMB	14,768	15,345	16,043	15,745	16,396	16,772	17,426	18,060	19,191	10.1%
MID MICHIGAN	1,827	2,064	2,179	2,432	2,524	2,663	2,751	3,273	3,752	36.4%
MONROE	2,250	2,434	2,634	2,827	2,974	3,038	3,156	3,297	3,499	10.9%
MONTCALM	920	986	1,074	1,192	1,453	1,547	2,039	2,122	1,593	-21.9%
MOTT	6,745	7,311	8,265	7,610	7,968	8,102	7,886	9,317	9,137	15.9%
MUSKEGON	3,026	3,324	3,762	3,892	3,815	3,680	3,776	3,650	3,993	5.7%
NORTH CENTRAL	1,298	1,380	1,410	1,479	1,539	1,630	1,777	1,888	2,076	16.9%
NORTHWESTERN	3,072	3,526	3,539	3,663	3,584	3,711	3,733	3,818	3,603	-3.5%
OAKLAND	16,203	15,416	13,293	14,197	14,725	18,632	18,358	17,890	20,378	11.0%
ST. CLAIR	2,836	3,001	3,274	3,371	3,289	3,418	3,431	3,501	3,810	11.1%
SCHOOLCRAFT	6,700	7,264	7,524	7,931	8,205	8,658	9,184	9,561	10,208	11.2%
SOUTHWESTERN	2,172	2,417	2,229	2,092	2,011	2,038	1,765	1,948	2,065	17.0%
WASHTENAW	7,809	8,599	9,399	9,492	9,311	9,611	9,989	9,834	10,939	9.5%
WAYNE COUNTY	5,228	6,849	8,312	9,852	9,594	9,966	11,158	13,472	15,041	34.8%
WEST SHORE	1,031	996	1,033	1,102	1,084	1,079	1,070	1,066	1,033	-3.5%
STATE AGGREGATE	132,735	141,303	149,601	152,512	154,688	161,880	167,075	174,447	187,409	12.2%

TABLE 14
UNDUPLICATED STUDENT HEADCOUNT

	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	1 YEAR CHANGE
ALPENA	2,779	2,776	2,964	2,705	2,581	2,589	2,576	2,713	2,620	-3.4%
BAY DE NOC	5,175	5,966	5,353	5,400	5,214	5,924	5,150	5,014	4,924	-1.8%
DELTA	16,240	15,996	16,143	16,537	16,462	16,241	14,917	15,325	16,397	7.0%
GLEN OAKS	3,777	3,947	3,255	3,638	2,717	2,470	2,563	2,630	3,050	16.0%
GOGEBIC	1,751	1,723	1,718	1,363	1,338	1,317	1,419	1,503	1,497	-0.4%
GRAND RAPIDS	19,845	19,284	22,943	23,780	23,628	26,226	21,651	21,808	22,587	3.6%
HENRY FORD	25,158	25,480	27,707	22,333	24,801	22,065	21,706	21,821	24,664	13.0%
JACKSON	10,342	10,412	9,662	9,550	9,050	8,957	9,448	9,626	10,315	7.2%
KALAMAZOO VALLEY	18,086	18,501	18,573	18,500	17,598	17,577	18,068	17,736	18,005	1.5%
KELLOGG	16,475	16,473	19,297	17,090	16,787	15,760	17,511	14,823	13,822	-6.8%
KIRTLAND	2,572	2,819	3,384	3,624	3,313	3,030	3,207	3,130	3,343	6.8%
LAKE MICHIGAN	7,231	7,061	7,423	6,560	6,483	6,510	5,712	6,401	7,070	10.5%
LANSING	34,051	32,211	34,700	31,046	31,263	32,097	34,067	30,620	32,024	4.6%
MACOMB	46,418	45,369	44,085	43,395	42,488	42,900	41,689	44,111	44,822	1.6%
MID MICHIGAN	4,740	5,058	5,545	5,037	5,574	5,859	5,968	6,141	6,979	13.6%
MONROE	7,362	7,256	7,597	7,846	7,760	8,119	8,557	9,080	9,308	2.5%
MONTCALM	3,645	3,684	4,212	4,182	4,736	5,295	5,403	5,678	4,399	-22.5%
MOTT	17,299	17,553	21,028	18,874	18,826	18,676	18,055	19,113	19,330	1.1%
MUSKEGON	8,833	9,788	10,474	10,574	9,921	9,936	9,153	9,415	8,340	-11.4%
NORTH CENTRAL	3,106	3,411	4,474	4,052	3,991	4,112	4,215	4,360	4,510	3.4%
NORTHWESTERN	12,789	12,398	12,554	12,306	12,413	13,236	13,691	13,407	12,885	-3.9%
OAKLAND	54,374	48,396	45,490	42,929	44,067	42,598	44,149	44,058	46,592	5.8%
ST. CLAIR	9,098	8,804	8,700	8,104	7,539	7,559	7,432	7,595	7,863	3.5%
SCHOOLCRAFT	32,161	32,189	32,029	29,903	30,845	31,459	33,319	34,286	35,194	2.6%
SOUTHWESTERN	5,820	5,590	4,909	4,296	4,093	4,228	3,577	3,615	3,551	-1.8%
WASHTENAW	25,855	28,023	28,790	27,801	26,353	26,873	27,359	24,722	23,939	-3.2%
WAYNE COUNTY	19,479	32,530	45,249	55,392	55,065	57,933	64,364	67,083	72,401	7.9%
WEST SHORE	2,961	2,689	2,719	2,772	2,693	2,573	2,566	2,582	2,154	-16.6%
STATE TOTAL	417,422	425,387	450,977	439,589	437,599	442,119	447,492	448,396	462,585	3.2%

TABLE 15
IN-DISTRICT TUITION RATE

	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	1 YEAR CHANGE
ALPENA	\$55.00	\$58.00	\$61.00	\$66.00	\$67.75	\$72.00	\$76.00	\$80.00	\$84.00	\$84.00	0.0%
BAY DE NOC	\$55.00	\$56.75	\$58.00	\$59.75	\$61.10	\$64.50	\$71.25	\$77.00	\$77.00	\$82.50	7.1%
DELTA	\$59.30	\$61.40	\$63.70	\$67.50	\$69.00	\$72.50	\$76.00	\$78.00	\$79.00	\$79.00	0.0%
GLEN OAKS	\$48.00	\$54.00	\$56.00	\$59.00	\$60.00	\$64.00	\$68.00	\$70.00	\$72.00	\$77.00	6.9%
GOGEBIC	\$45.00	\$49.00	\$54.00	\$64.00	\$66.00	\$74.00	\$77.00	\$79.00	\$81.00	\$86.00	6.2%
GRAND RAPIDS	\$58.50	\$60.00	\$61.50	\$65.00	\$66.00	\$69.50	\$73.50	\$79.50	\$82.50	\$84.50	2.4%
HENRY FORD	\$55.00	\$55.00	\$57.00	\$57.00	\$57.00	\$57.00	\$57.00	\$60.00	\$65.00	\$70.00	7.7%
JACKSON	\$53.50	\$55.00	\$64.00	\$69.00	\$70.50	\$74.00	\$78.50	\$82.00	\$86.50	\$90.50	4.6%
KALAMAZOO VALLEY	\$43.25	\$45.25	\$47.50	\$51.00	\$52.40	\$55.00	\$61.00	\$66.00	\$68.00	\$71.00	4.4%
KELLOGG	\$49.50	\$51.75	\$54.75	\$57.75	\$59.00	\$62.00	\$65.00	\$68.50	\$70.50	\$71.50	1.4%
KIRTLAND	\$52.10	\$54.10	\$58.40	\$61.35	\$62.75	\$66.85	\$70.20	\$73.75	\$77.50	\$77.50	0.0%
LAKE MICHIGAN	\$48.00	\$51.00	\$57.50	\$65.00	\$66.55	\$72.50	\$72.50	\$72.50	\$72.50	\$72.50	0.0%
LANSING	\$49.00	\$50.00	\$51.00	\$54.00	\$55.00	\$65.00	\$67.00	\$73.00	\$73.00	\$73.00	0.0%
MACOMB	\$55.00	\$56.00	\$57.00	\$60.00	\$61.00	\$65.00	\$68.00	\$70.00	\$72.00	\$72.00	0.0%
MID MICHIGAN	\$52.75	\$54.25	\$56.75	\$59.50	\$60.86	\$62.30	\$68.50	\$72.60	\$76.50	\$80.00	4.6%
MONROE	\$47.00	\$49.00	\$51.00	\$53.00	\$54.00	\$58.00	\$60.00	\$64.00	\$67.00	\$67.00	0.0%
MONTCALM	\$52.94	\$54.74	\$57.00	\$60.00	\$61.00	\$64.00	\$67.00	\$70.00	\$74.00	\$77.00	4.1%
MOTT	\$61.15	\$61.15	\$62.85	\$69.00	\$70.55	\$75.80	\$79.50	\$82.05	\$84.70	\$86.52	2.1%
MUSKEGON	\$49.00	\$50.00	\$52.00	\$56.00	\$57.00	\$60.00	\$63.00	\$67.00	\$69.00	\$72.25	4.7%
NORTH CENTRAL	\$47.00	\$48.40	\$52.00	\$58.00	\$59.30	\$64.00	\$66.25	\$67.70	\$69.50	\$72.00	3.6%
NORTHWESTERN	\$56.00	\$56.00	\$58.00	\$63.20	\$64.60	\$68.60	\$71.15	\$73.40	\$77.40	\$77.40	0.0%
OAKLAND	\$48.70	\$50.30	\$51.70	\$52.50	\$53.70	\$55.15	\$56.80	\$58.50	\$60.10	\$60.10	0.0%
ST. CLAIR	\$59.25	\$61.00	\$64.00	\$64.00	\$65.45	\$68.50	\$75.25	\$81.50	\$86.50	\$86.50	0.0%
SCHOOLCRAFT	\$54.00	\$55.00	\$57.00	\$61.00	\$62.50	\$65.00	\$68.00	\$70.00	\$73.00	\$77.00	5.5%
SOUTHWESTERN	\$48.00	\$52.00	\$55.25	\$60.25	\$61.90	\$67.75	\$74.25	\$78.25	\$82.50	\$88.25	7.0%
WASHTENAW	\$56.00	\$57.00	\$58.00	\$60.00	\$60.00	\$62.00	\$64.00	\$67.00	\$70.00	\$73.00	4.3%
WAYNE COUNTY	\$54.00	\$54.00	\$54.00	\$54.00	\$54.00	\$55.50	\$55.50	\$56.80	\$57.65	\$67.65	17.3%
WEST SHORE	\$53.00	\$54.50	\$58.25	\$61.00	\$62.40	\$65.00	\$67.00	\$69.00	\$72.00	\$72.00	0.0%
STATE AVERAGE	\$52.32	\$54.09	\$56.76	\$60.28	\$61.48	\$65.19	\$68.47	\$71.68	\$74.30	\$76.70	3.2%

TABLE 16
OUT-OF-DISTRICT TUITION RATE

	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	1 YEAR CHANGE
ALPENA	\$82.00	\$86.00	\$91.00	\$99.00	\$101.50	\$108.00	\$114.00	\$120.00	\$126.00	\$126.00	0.0%
BAY DE NOC	\$76.75	\$79.00	\$81.25	\$83.50	\$87.75	\$95.00	\$107.00	\$120.00	\$126.00	\$137.50	9.1%
DELTA	\$81.00	\$84.00	\$88.00	\$93.50	\$99.00	\$104.00	\$109.00	\$115.00	\$119.00	\$119.00	0.0%
GLEN OAKS	\$58.00	\$66.00	\$68.00	\$75.00	\$89.00	\$95.00	\$101.00	\$105.00	\$108.00	\$115.00	6.5%
GOGEBIC	\$62.00	\$67.00	\$72.00	\$82.00	\$86.00	\$94.00	\$97.00	\$99.00	\$102.00	\$109.00	6.9%
GRAND RAPIDS	\$86.00	\$88.00	\$90.00	\$100.00	\$110.00	\$125.00	\$142.00	\$157.00	\$173.00	\$181.00	4.6%
HENRY FORD	\$89.00	\$92.00	\$98.00	\$112.00	\$112.00	\$112.00	\$112.00	\$115.00	\$120.00	\$130.00	8.3%
JACKSON	\$70.50	\$73.00	\$82.00	\$88.50	\$95.00	\$104.00	\$118.00	\$118.00	\$122.00	\$127.00	4.1%
KALAMAZOO VALLEY	\$77.50	\$79.75	\$82.75	\$87.00	\$89.40	\$94.00	\$100.00	\$105.00	\$108.00	\$113.00	4.6%
KELLOGG	\$82.40	\$84.65	\$88.75	\$93.60	\$95.75	\$100.50	\$105.50	\$111.00	\$114.25	\$115.87	1.4%
KIRTLAND	\$71.40	\$80.80	\$87.25	\$96.25	\$115.15	\$122.65	\$128.75	\$135.20	\$142.00	\$142.00	0.0%
LAKE MICHIGAN	\$58.00	\$61.00	\$69.50	\$77.00	\$78.85	\$86.00	\$102.00	\$102.00	\$108.00	\$108.00	0.0%
LANSING	\$78.00	\$79.00	\$81.00	\$86.00	\$88.00	\$105.00	\$120.00	\$134.00	\$134.00	\$134.00	0.0%
MACOMB	\$83.00	\$84.00	\$85.00	\$88.00	\$89.00	\$99.00	\$104.00	\$107.00	\$110.00	\$110.00	0.0%
MID MICHIGAN	\$84.00	\$88.00	\$93.00	\$99.00	\$104.45	\$107.00	\$112.50	\$119.25	\$130.00	\$139.00	6.9%
MONROE	\$78.00	\$81.00	\$84.00	\$87.00	\$92.00	\$98.00	\$104.00	\$110.00	\$115.00	\$115.00	0.0%
MONTCALM	\$81.22	\$83.98	\$87.00	\$87.00	\$93.00	\$98.00	\$104.00	\$111.00	\$128.00	\$133.00	3.9%
MOTT	\$88.25	\$88.25	\$90.70	\$103.20	\$105.55	\$113.45	\$119.05	\$122.85	\$126.80	\$129.53	2.2%
MUSKEGON	\$71.00	\$73.00	\$76.00	\$82.00	\$83.50	\$90.00	\$99.00	\$107.00	\$113.50	\$119.00	4.8%
NORTH CENTRAL	\$73.00	\$75.20	\$79.00	\$90.00	\$92.10	\$101.30	\$106.40	\$109.80	\$114.20	\$118.50	3.8%
NORTHWESTERN	\$93.25	\$93.25	\$101.00	\$110.10	\$112.60	\$119.92	\$127.10	\$132.00	\$142.00	\$146.00	2.8%
OAKLAND	\$82.40	\$85.20	\$87.50	\$88.90	\$88.90	\$93.35	\$96.15	\$99.00	\$101.70	\$101.70	0.0%
ST. CLAIR	\$88.25	\$90.00	\$95.00	\$99.00	\$101.25	\$108.00	\$125.00	\$150.00	\$165.00	\$165.00	0.0%
SCHOOLCRAFT	\$80.00	\$82.00	\$85.00	\$91.00	\$93.00	\$97.00	\$100.00	\$103.00	\$107.00	\$113.00	5.6%
SOUTHWESTERN	\$54.25	\$60.00	\$63.75	\$69.50	\$71.30	\$85.75	\$94.00	\$99.75	\$105.25	\$112.75	7.1%
WASHTENAW	\$81.00	\$83.00	\$85.00	\$101.00	\$101.00	\$105.00	\$109.00	\$115.00	\$121.00	\$124.00	2.5%
WAYNE COUNTY	\$70.00	\$70.00	\$70.00	\$70.00	\$70.00	\$71.75	\$71.75	\$73.40	\$90.00	\$100.00	11.1%
WEST SHORE	\$82.25	\$84.75	\$91.00	\$97.00	\$102.00	\$106.00	\$110.00	\$114.00	\$120.00	\$126.00	5.0%
STATE AVERAGE	\$77.23	\$80.07	\$84.02	\$90.57	\$94.54	\$101.38	\$108.51	\$114.62	\$121.13	\$125.35	3.5%

TABLE 17
GROUPING OF LIKE COMMUNITY COLLEGES
2008-09

	GENERAL FUND REVENUES	FISCAL YEAR EQUATED STUDENTS (FYES)	CONTACT HOUR EQUATED STUDENTS (CHES)	UNDUPLICATED STUDENT HEADCOUNT
<i>GROUP 1</i>				
ALPENA	\$14,185,651	1,398	1,638	2,620
BAY DE NOC	\$14,901,445	1,710	1,945	4,924
GLEN OAKS	\$10,996,306	1,140	1,363	3,050
GOGEBIC	\$8,914,034	802	966	1,497
KIRTLAND	\$15,999,495	1,185	1,458	3,343
MID MICHIGAN	\$21,267,144	2,984	3,752	6,979
MONTCALM	\$14,101,142	1,369	1,593	4,399
NORTH CENTRAL	\$14,529,918	1,633	2,076	4,510
SOUTHWESTERN	\$18,686,868	1,643	2,065	3,551
WEST SHORE	\$10,863,054	884	1,033	2,154
<i>GROUP 2</i>				
JACKSON	\$41,681,406	4,745	5,745	10,315
KELLOGG	\$33,912,887	3,640	4,257	13,822
LAKE MICHIGAN	\$29,437,760	2,284	2,832	7,070
MONROE	\$25,774,781	2,814	3,499	9,308
MUSKEGON	\$30,442,039	3,202	3,993	8,340
NORTHWESTERN	\$36,363,864	3,075	3,603	12,885
ST. CLAIR	\$31,575,149	3,406	3,810	7,863
<i>GROUP 3</i>				
DELTA	\$69,848,778	7,413	8,939	16,397
GRAND RAPIDS	\$97,653,062	10,700	12,218	22,587
HENRY FORD	\$83,537,898	11,027	12,069	24,664
KALAMAZOO VALLEY	\$50,413,661	7,107	8,484	18,005
MOTT	\$73,537,007	7,393	9,137	19,330
SCHOOLCRAFT	\$74,172,971	8,763	10,208	35,194
WASHTENAW	\$96,293,705	8,769	10,939	23,939
WAYNE COUNTY	\$128,958,697	12,463	15,041	72,401
<i>GROUP 4</i>				
LANSING	\$124,326,463	13,039	15,179	32,024
MACOMB	\$127,200,488	15,355	19,191	44,822
OAKLAND	\$169,885,169	17,281	20,378	46,592
STATE AGGREGATE	\$1,469,460,842	157,225	187,409	462,585

TABLE 18
DISTRIBUTION OF FISCAL YEAR EQUATED STUDENT (FYES)

ACS CODE & SUB-ACTIVITY	2006-07	% OF TOTAL	2007-08	% OF TOTAL	2008-09	% OF TOTAL
1.1 GENERAL EDUCATION	77,092	55.4%	81,035	55.4%	87,137	55.4%
1.2 BUSINESS & HUMAN SERVICES	29,929	21.5%	30,994	21.2%	32,683	20.8%
1.3 TECHNICAL & INDUSTRIAL OCCUPATIONS	7,484	5.4%	7,566	5.2%	7,794	5.0%
1.4 HEALTH OCCUPATIONS	12,423	8.9%	13,054	8.9%	13,851	8.8%
1.5 DEVELOPMENTAL EDUC. & BASIC SKILLS	11,593	8.3%	12,827	8.8%	14,725	9.4%
1.6 HUMAN DEVELOPMENT	460	0.3%	471	0.3%	671	0.4%
1.7 PERSONAL INTEREST	239	0.2%	287	0.2%	365	0.2%
1.0 ALL INSTRUCTION	139,219		146,234		157,225	

TABLE 19
DISTRIBUTION OF CONTACT HOUR EQUATED STUDENT (CHES)

ACS CODE & SUB-ACTIVITY	2006-07	% OF TOTAL	2007-08	% OF TOTAL	2008-09	% OF TOTAL
1.1 GENERAL EDUCATION	87,222	52.2%	91,496	52.4%	99,063	52.9%
1.2 BUSINESS & HUMAN SERVICES	34,585	20.7%	35,539	20.4%	37,044	19.8%
1.3 TECHNICAL & INDUSTRIAL OCCUPATIONS	10,783	6.5%	11,022	6.3%	11,364	6.1%
1.4 HEALTH OCCUPATIONS	19,427	11.6%	20,151	11.6%	21,664	11.6%
1.5 DEVELOPMENTAL EDUC. & BASIC SKILLS	12,509	7.5%	13,602	7.8%	15,758	8.4%
1.6 HUMAN DEVELOPMENT	972	0.6%	1,028	0.6%	1,146	0.6%
1.7 PERSONAL INTEREST	1,576	0.9%	1,610	0.9%	1,371	0.7%
1.0 ALL INSTRUCTION	167,075		174,447		187,409	

TABLE 20
STUDENT CONTACT HOURS (SCOH) / STUDENT CREDIT HOURS (SCRH) RATIOS
2008-09

ACS CODE & SUB-ACTIVITY		COLUMN A COLUMN B / 16	COLUMN B SCOH / SCRH	COLUMN C SCOH	COLUMN D SCRH
1.1	GENERAL EDUCATION	1.14	18.2	49,135,197	2,701,257
1.2	BUSINESS & HUMAN SERVICES	1.13	18.1	18,373,732	1,013,167
1.3	TECHNICAL & INDUSTRIAL OCCUPATIONS	1.46	23.3	5,636,418	241,600
1.4	HEALTH OCCUPATIONS	1.56	25.0	10,745,260	429,374
1.5	DEVELOPMENTAL EDUC. & BASIC SKILLS	1.07	17.1	7,815,841	456,473
1.6	HUMAN DEVELOPMENT	1.71	27.3	568,478	20,807
1.7	PERSONAL INTEREST	3.76	60.2	680,239	11,306
1.0	INSTRUCTION TOTAL	1.19	19.1	92,955,165	4,873,984

NOTE: By definition, a semester credit hour must not be less than 800 minutes of instruction. Since one SCOH is 50 minutes of student instruction, a minimum of 16 course contact hours is necessary to generate one semester credit hour. A ratio of 1.0 or greater indicates that the minimum instructional time exists for that instructional activity.

TABLE 21
 UNDUPLICATED HEADCOUNT PER FYES AND CHES
 2008-09

	HEADCOUNT PER FYES	HEADCOUNT PER CHES	UNDUPLICATED HEADCOUNT	FYES	CHES
<i>GROUP 1</i>					
ALPENA	1.87	1.60	2,620	1,398	1,638
BAY DE NOC	2.88	2.53	4,924	1,710	1,945
GLEN OAKS	2.68	2.24	3,050	1,140	1,363
GOGEBIC	1.87	1.55	1,497	802	966
KIRTLAND	2.82	2.29	3,343	1,185	1,458
MID MICHIGAN	2.34	1.86	6,979	2,984	3,752
MONTCALM	3.21	2.76	4,399	1,369	1,593
NORTH CENTRAL	2.76	2.17	4,510	1,633	2,076
SOUTHWESTERN	2.16	1.72	3,551	1,643	2,065
WEST SHORE	2.44	2.08	2,154	884	1,033
<i>GROUP 2</i>					
JACKSON	2.17	1.80	10,315	4,745	5,745
KELLOGG	3.80	3.25	13,822	3,640	4,257
LAKE MICHIGAN	3.10	2.50	7,070	2,284	2,832
MONROE	3.31	2.66	9,308	2,814	3,499
MUSKEGON	2.60	2.09	8,340	3,202	3,993
NORTHWESTERN	4.19	3.58	12,885	3,075	3,603
ST. CLAIR	2.31	2.06	7,863	3,406	3,810
<i>GROUP 3</i>					
DELTA	2.21	1.83	16,397	7,413	8,939
GRAND RAPIDS	2.11	1.85	22,587	10,700	12,218
HENRY FORD	2.24	2.04	24,664	11,027	12,069
KALAMAZOO VALLEY	2.53	2.12	18,005	7,107	8,484
MOTT	2.61	2.12	19,330	7,393	9,137
SCHOOLCRAFT	4.02	3.45	35,194	8,763	10,208
WASHTENAW	2.73	2.19	23,939	8,769	10,939
WAYNE COUNTY	5.81	4.81	72,401	12,463	15,041
<i>GROUP 4</i>					
LANSING	2.46	2.11	32,024	13,039	15,179
MACOMB	2.92	2.34	44,822	15,355	19,191
OAKLAND	2.70	2.29	46,592	17,281	20,378
<i>STATE AGGREGATE</i>	<i>2.94</i>	<i>2.47</i>	<i>462,585</i>	<i>157,225</i>	<i>187,409</i>

TABLE 22
 IN-DISTRICT UNDUPLICATED HEADCOUNT
 2008-09

	% IN-DISTRICT STUDENTS	IN- DISTRICT	OUT-OF- DISTRICT	TOTAL STUDENTS
<i>GROUP 1</i>				
ALPENA	53.1%	1,392	1,228	2,620
BAY DE NOC	48.7%	2,400	2,524	4,924
GLEN OAKS	82.4%	2,514	536	3,050
GOGEBIC	38.1%	571	926	1,497
KIRTLAND	58.8%	1,965	1,378	3,343
MID MICHIGAN	29.7%	2,075	4,904	6,979
MONTCALM	68.3%	3,006	1,393	4,399
NORTH CENTRAL	50.1%	2,261	2,249	4,510
SOUTHWESTERN	45.4%	1,611	1,940	3,551
WEST SHORE	87.5%	1,885	269	2,154
<i>GROUP 2</i>				
JACKSON	52.6%	5,424	4,891	10,315
KELLOGG	52.6%	7,276	6,546	13,822
LAKE MICHIGAN	81.6%	5,772	1,298	7,070
MONROE	85.2%	7,928	1,380	9,308
MUSKEGON	72.8%	6,069	2,271	8,340
NORTHWESTERN	61.1%	7,875	5,010	12,885
ST. CLAIR	79.2%	6,229	1,634	7,863
<i>GROUP 3</i>				
DELTA	83.4%	13,675	2,722	16,397
GRAND RAPIDS	76.2%	17,205	5,382	22,587
HENRY FORD	27.0%	6,671	17,993	24,664
KALAMAZOO VALLEY	72.4%	13,029	4,976	18,005
MOTT	77.7%	15,027	4,303	19,330
SCHOOLCRAFT	47.9%	16,842	18,352	35,194
WASHTENAW	65.2%	15,603	8,336	23,939
WAYNE COUNTY	95.2%	68,895	3,506	72,401
<i>GROUP 4</i>				
LANSING	58.8%	18,832	13,192	32,024
MACOMB	69.8%	31,307	13,515	44,822
OAKLAND	79.1%	36,846	9,746	46,592
STATE AGGREGATE	69.2%	320,185	142,400	462,585

TABLE 23
OPERATING FUND REVENUE
2008-2009

	TUITION & FEES		PROPERTY TAX		STATE AID		ALL OTHER		TOTAL
<i>GROUP 1</i>									
ALPENA	\$5,902,256	42%	\$2,603,627	18%	\$5,130,410	36%	\$549,358	4%	\$14,185,651
BAY DE NOC	\$6,554,622	44%	\$2,130,492	14%	\$5,181,034	35%	\$1,035,297	7%	\$14,901,445
GLEN OAKS	\$3,404,521	31%	\$5,099,328	46%	\$2,417,300	22%	\$75,157	1%	\$10,996,306
GOGEBIC	\$3,060,500	34%	\$1,252,372	14%	\$4,275,200	48%	\$325,962	4%	\$8,914,034
KIRTLAND	\$5,357,717	33%	\$6,462,313	40%	\$2,842,800	18%	\$1,336,665	8%	\$15,999,495
MID MICHIGAN	\$13,987,173	66%	\$2,320,946	11%	\$4,289,200	20%	\$669,825	3%	\$21,267,144
MONTCALM	\$4,862,849	34%	\$5,618,068	40%	\$2,981,600	21%	\$638,625	5%	\$14,101,142
NORTH CENTRAL	\$5,378,542	37%	\$5,912,277	41%	\$2,893,592	20%	\$345,507	2%	\$14,529,918
SOUTHWESTERN	\$7,227,329	39%	\$4,600,727	25%	\$6,276,900	34%	\$581,912	3%	\$18,686,868
WEST SHORE	\$2,656,019	24%	\$5,634,716	52%	\$2,198,500	20%	\$373,819	3%	\$10,863,054
<i>GROUP 2</i>									
JACKSON	\$21,982,018	53%	\$5,150,851	12%	\$11,542,300	28%	\$3,006,237	7%	\$41,681,406
KELLOGG	\$12,314,489	36%	\$10,692,036	32%	\$9,311,800	27%	\$1,594,562	5%	\$33,912,887
LAKE MICHIGAN	\$8,944,402	30%	\$14,098,914	48%	\$5,012,100	17%	\$1,382,344	5%	\$29,437,760
MONROE	\$7,569,270	29%	\$13,698,172	53%	\$4,143,880	16%	\$363,459	1%	\$25,774,781
MUSKEGON	\$11,605,305	38%	\$9,963,061	33%	\$8,518,600	28%	\$355,073	1%	\$30,442,039
NORTHWESTERN	\$16,864,981	46%	\$9,215,973	25%	\$8,681,999	24%	\$1,600,911	4%	\$36,363,864
ST. CLAIR	\$12,939,276	41%	\$10,615,515	34%	\$6,729,800	21%	\$1,290,558	4%	\$31,575,149
<i>GROUP 3</i>									
DELTA	\$29,471,109	42%	\$23,519,928	34%	\$13,751,600	20%	\$3,106,141	4%	\$69,848,778
GRAND RAPIDS	\$43,739,122	45%	\$31,178,162	32%	\$17,219,798	18%	\$5,515,980	6%	\$97,653,062
HENRY FORD	\$45,420,639	54%	\$14,552,521	17%	\$20,898,900	25%	\$2,665,838	3%	\$83,537,898
KALAMAZOO VALLEY	\$16,774,609	33%	\$19,692,463	39%	\$11,888,600	24%	\$2,057,989	4%	\$50,413,661
MOTT	\$30,423,884	41%	\$24,314,959	33%	\$15,162,278	21%	\$3,635,886	5%	\$73,537,007
SCHOOLCRAFT	\$30,649,430	41%	\$27,588,752	37%	\$11,767,000	16%	\$4,167,789	6%	\$74,172,971
WASHTENAW	\$27,186,456	28%	\$50,783,182	53%	\$12,149,000	13%	\$6,175,067	6%	\$96,293,705
WAYNE COUNTY	\$35,039,631	27%	\$73,469,100	57%	\$16,614,903	13%	\$3,835,063	3%	\$128,958,697
<i>GROUP 4</i>									
LANSING	\$47,915,880	39%	\$42,147,127	34%	\$29,762,500	24%	\$4,500,956	4%	\$124,326,463
MACOMB	\$44,006,896	35%	\$45,866,150	36%	\$31,773,900	25%	\$5,553,542	4%	\$127,200,488
OAKLAND	42988811	25%	98787177	58%	20133698	12%	7975483	5%	\$169,885,169
STATE AGGREGATE	\$544,227,736	37.0%	\$566,968,909	38.6%	\$293,549,192	20.0%	\$64,715,005	4.4%	\$1,469,460,842

Source: 2008-09 Audited Financial Statements

TABLE 24
 OPERATING FUND REVENUE PER FYES
 2008-09

	TOTAL REVENUE PER FYES	TUITION & FEES PER FYES	PROPERTY TAXES PER FYES	STATE AID PER FYES	OTHER REVENUE PER FYES
<i>GROUP 1</i>					
ALPENA	\$10,149	\$4,223	\$1,863	\$3,671	\$393
BAY DE NOC	\$8,714	\$3,833	\$1,246	\$3,030	\$605
GLEN OAKS	\$9,647	\$2,987	\$4,473	\$2,121	\$66
GOGEBIC	\$11,122	\$3,818	\$1,563	\$5,334	\$407
KIRTLAND	\$13,499	\$4,521	\$5,453	\$2,399	\$1,128
MID MICHIGAN	\$7,128	\$4,688	\$778	\$1,437	\$224
MONTCALM	\$10,300	\$3,552	\$4,103	\$2,178	\$466
NORTH CENTRAL	\$8,896	\$3,293	\$3,620	\$1,772	\$212
SOUTHWESTERN	\$11,371	\$4,398	\$2,800	\$3,819	\$354
WEST SHORE	\$12,294	\$3,006	\$6,377	\$2,488	\$423
<i>GROUP 2</i>					
JACKSON	\$8,785	\$4,633	\$1,086	\$2,433	\$634
KELLOGG	\$9,317	\$3,383	\$2,937	\$2,558	\$438
LAKE MICHIGAN	\$12,889	\$3,916	\$6,173	\$2,195	\$605
MONROE	\$9,159	\$2,690	\$4,868	\$1,472	\$129
MUSKEGON	\$9,507	\$3,624	\$3,111	\$2,660	\$111
NORTHWESTERN	\$11,825	\$5,484	\$2,997	\$2,823	\$521
ST. CLAIR	\$9,272	\$3,799	\$3,117	\$1,976	\$379
<i>GROUP 3</i>					
DELTA	\$9,423	\$3,976	\$3,173	\$1,855	\$419
GRAND RAPIDS	\$9,126	\$4,088	\$2,914	\$1,609	\$515
HENRY FORD	\$7,575	\$4,119	\$1,320	\$1,895	\$242
KALAMAZOO VALLEY	\$7,093	\$2,360	\$2,771	\$1,673	\$290
MOTT	\$9,947	\$4,115	\$3,289	\$2,051	\$492
SCHOOLCRAFT	\$8,464	\$3,497	\$3,148	\$1,343	\$476
WASHTENAW	\$10,981	\$3,100	\$5,791	\$1,385	\$704
WAYNE COUNTY	\$10,347	\$2,811	\$5,895	\$1,333	\$308
<i>GROUP 4</i>					
LANSING	\$9,535	\$3,675	\$3,232	\$2,283	\$345
MACOMB	\$8,284	\$2,866	\$2,987	\$2,069	\$362
OAKLAND	\$9,831	\$2,488	\$5,716	\$1,165	\$462
STATE AGGREGATE	\$9,346	\$3,461	\$3,606	\$1,867	\$412
STATE AVERAGE	\$9,803	\$3,677	\$3,457	\$2,251	\$418

TABLE 25
 OPERATING FUND REVENUE PER CONTACT HOUR EQUATED STUDENTS (CHES)
 2008-09

	TOTAL REVENUE PER CHES	TUITION & FEES PER CHES	PROPERTY TAXES PER CHES	STATE AID PER CHES	OTHER REVENUE PER CHES
<i>GROUP 1</i>					
ALPENA	\$8,662	\$3,604	\$1,590	\$3,133	\$335
BAY DE NOC	\$7,663	\$3,371	\$1,096	\$2,664	\$532
GLEN OAKS	\$8,069	\$2,498	\$3,742	\$1,774	\$55
GOGEBIC	\$9,227	\$3,168	\$1,296	\$4,425	\$337
KIRTLAND	\$10,972	\$3,674	\$4,432	\$1,950	\$917
MID MICHIGAN	\$5,668	\$3,728	\$619	\$1,143	\$179
MONTCALM	\$8,854	\$3,053	\$3,527	\$1,872	\$401
NORTH CENTRAL	\$6,999	\$2,591	\$2,848	\$1,394	\$166
SOUTHWESTERN	\$9,051	\$3,501	\$2,228	\$3,040	\$282
WEST SHORE	\$10,512	\$2,570	\$5,453	\$2,127	\$362
<i>GROUP 2</i>					
JACKSON	\$7,255	\$3,826	\$897	\$2,009	\$523
KELLOGG	\$7,967	\$2,893	\$2,512	\$2,188	\$375
LAKE MICHIGAN	\$10,394	\$3,158	\$4,978	\$1,770	\$488
MONROE	\$7,367	\$2,163	\$3,915	\$1,184	\$104
MUSKEGON	\$7,625	\$2,907	\$2,495	\$2,134	\$89
NORTHWESTERN	\$10,092	\$4,681	\$2,558	\$2,410	\$444
ST. CLAIR	\$8,287	\$3,396	\$2,786	\$1,766	\$339
<i>GROUP 3</i>					
DELTA	\$7,814	\$3,297	\$2,631	\$1,538	\$347
GRAND RAPIDS	\$7,993	\$3,580	\$2,552	\$1,409	\$451
HENRY FORD	\$6,922	\$3,763	\$1,206	\$1,732	\$221
KALAMAZOO VALLEY	\$5,942	\$1,977	\$2,321	\$1,401	\$243
MOTT	\$8,049	\$3,330	\$2,661	\$1,659	\$398
SCHOOLCRAFT	\$7,266	\$3,002	\$2,703	\$1,153	\$408
WASHTENAW	\$8,803	\$2,485	\$4,642	\$1,111	\$565
WAYNE COUNTY	\$8,574	\$2,330	\$4,885	\$1,105	\$255
<i>GROUP 4</i>					
LANSING	\$8,191	\$3,157	\$2,777	\$1,961	\$297
MACOMB	\$6,628	\$2,293	\$2,390	\$1,656	\$289
OAKLAND	\$8,337	\$2,110	\$4,848	\$988	\$391
<i>STATE AGGREGATE</i>	<i>\$7,841</i>	<i>\$2,904</i>	<i>\$3,025</i>	<i>\$1,566</i>	<i>\$345</i>
<i>STATE AVERAGE</i>	<i>\$8,185</i>	<i>\$3,075</i>	<i>\$2,878</i>	<i>\$1,882</i>	<i>\$350</i>

TABLE 26
TAXABLE VALUE AND MILLAGE RATES
2008-09

	TAXABLE VALUE PER FYES	TAXABLE VALUE ('000)	FYES	MILLAGE RATES				
				BUILDING & SITE	DEBT RETIREMENT	VOTED OPERATING	LEVIED OPERATING	TOTAL LEVIED
<i>GROUP 1</i>								
ALPENA	\$763	\$1,066,675	1,398	0.0000	0.0000	2.5000	2.4358	2.4358
BAY DE NOC	\$630	\$1,077,840	1,710	1.0000	0.2073	2.5000	2.3076	3.5149
GLEN OAKS	\$1,578	\$1,799,097	1,140	0.0000	0.0000	3.0000	2.7249	2.7249
GOGEBIC	\$568	\$455,310	802	1.3978	0.0000	1.5000	1.3153	2.7131
KIRTLAND	\$2,586	\$3,064,348	1,185	0.0000	0.1300	2.5000	2.1093	2.2393
MID MICHIGAN	\$629	\$1,876,546	2,984	0.0000	0.0000	1.5000	1.2233	1.2233
MONTCALM	\$1,589	\$2,175,704	1,369	0.0000	0.0000	3.0000	2.7294	2.7294
NORTH CENTRAL	\$1,717	\$2,803,832	1,633	0.0000	0.2679	2.7500	2.1091	2.3770
SOUTHWESTERN	\$1,159	\$1,904,657	1,643	0.0000	0.0000	3.0000	2.4280	2.4280
WEST SHORE	\$2,956	\$2,611,786	884	0.9732	0.0000	2.2116	2.1175	3.0907
<i>GROUP 2</i>								
JACKSON	\$930	\$4,414,730	4,745	0.0000	0.0000	1.3300	1.1446	1.1446
KELLOGG	\$1,012	\$3,684,751	3,640	0.8500	0.0000	2.9500	2.8636	3.7106
LAKE MICHIGAN	\$3,324	\$7,591,755	2,284	0.0000	0.0000	1.9004	1.7854	1.7854
MONROE	\$2,233	\$6,283,960	2,814	0.0000	0.0000	2.2500	2.1794	2.1794
MUSKEGON	\$1,451	\$4,646,806	3,202	0.0000	0.0000	2.4000	2.2037	2.2037
NORTHWESTERN	\$1,406	\$4,324,889	3,075	0.0000	0.7000	2.5742	2.1700	2.8700
ST. CLAIR	\$1,825	\$6,216,225	3,406	0.0000	0.0000	1.9951	1.8891	1.8891
<i>GROUP 3</i>								
DELTA	\$1,554	\$11,518,490	7,413	0.0000	0.0000	2.0864	2.0427	2.0427
GRAND RAPIDS	\$2,091	\$22,373,614	10,700	0.0000	0.0000	1.9000	1.7865	1.7865
HENRY FORD	\$415	\$4,575,536	11,027	0.0000	0.5200	3.0000	3.0000	3.5200
KALAMAZOO VALLEY	\$1,172	\$8,329,509	7,107	0.0000	0.0000	2.5000	2.4089	2.4089
MOTT	\$1,678	\$12,406,477	7,393	0.0000	0.6900	2.0500	1.9896	2.6796
SCHOOLCRAFT	\$1,767	\$15,488,016	8,763	0.0000	0.0000	2.2700	1.7967	1.7967
WASHTENAW	\$1,747	\$15,322,679	8,769	0.0000	0.2800	3.8000	3.4056	3.6856
WAYNE COUNTY	\$2,682	\$33,422,766	12,463	0.0000	0.0000	2.5000	2.4769	2.4769
<i>GROUP 4</i>								
LANSING	\$874	\$11,395,712	13,039	0.0000	0.0000	4.0000	3.8072	3.8072
MACOMB	\$2,080	\$31,937,933	15,355	0.0000	0.0000	1.4640	1.4212	1.4212
OAKLAND	\$3,719	\$64,265,442	17,281	0.0000	0.0000	0.0000	1.5844	1.5844
STATE AGGREGATE	\$1,826	\$287,035,085	157,225	0.1508	0.0998	2.3368	2.1948	2.4453

TABLE 27
 OPERATING FUND EXPENDITURES
 2008-09

	INSTRUCTION	INFORMATION TECHNOLOGY	PUBLIC SERVICE	INSTRUCTIONAL SUPPORT	STUDENT SERVICES	ADMINISTRATION	PHYSICAL PLANT	TOTAL
<i>GROUP 1</i>								
ALPENA	\$6,655,619	\$914,684	\$81,241	\$1,243,952	\$1,319,059	\$2,103,014	\$1,673,727	\$13,991,296
BAY DE NOC	\$6,667,723	\$1,090,518	\$75,703	\$1,701,473	\$1,233,653	\$2,422,227	\$1,723,880	\$14,915,177
GLEN OAKS	\$4,203,182	\$495,038	\$334,107	\$1,032,561	\$1,403,542	\$1,531,541	\$1,142,082	\$10,142,053
GOGEBIC	\$3,898,963	\$257,998	\$0	\$634,896	\$1,076,510	\$1,254,332	\$876,718	\$7,999,417
KIRTLAND	\$5,992,090	\$879,212	\$218,264	\$2,006,876	\$1,874,036	\$1,780,725	\$2,297,464	\$15,048,667
MID MICHIGAN	\$6,852,901	\$607,449	\$746,384	\$2,159,892	\$2,203,758	\$2,580,802	\$2,162,953	\$17,314,139
MONTCALM	\$5,716,684	\$953,596	\$432,706	\$1,761,704	\$1,361,381	\$1,796,706	\$1,792,980	\$13,815,757
NORTH CENTRAL	\$5,480,733	\$981,811	\$0	\$1,380,901	\$2,143,803	\$1,494,841	\$1,551,736	\$13,033,825
SOUTHWESTERN	\$5,763,966	\$1,370,315	\$1,864	\$2,346,177	\$2,026,400	\$2,742,411	\$2,091,322	\$16,342,455
WEST SHORE	\$4,379,549	\$627,627	\$254,910	\$1,026,992	\$904,366	\$1,689,825	\$1,736,062	\$10,619,331
<i>GROUP 2</i>								
JACKSON	\$17,088,259	\$1,921,782	\$854,174	\$2,783,001	\$3,881,239	\$5,171,839	\$5,139,117	\$36,839,411
KELLOGG	\$14,010,418	\$1,673,461	\$0	\$4,766,682	\$2,750,134	\$3,099,874	\$3,619,820	\$29,920,389
LAKE MICHIGAN	\$9,203,169	\$1,824,714	\$100,639	\$1,801,782	\$3,169,607	\$5,352,802	\$3,447,669	\$24,900,382
MONROE	\$11,150,288	\$1,344,773	\$291,425	\$3,560,256	\$2,550,911	\$2,902,590	\$3,246,284	\$25,046,527
MUSKEGON	\$13,014,332	\$2,620,349	\$436,625	\$2,991,590	\$3,929,994	\$2,635,332	\$2,173,032	\$27,801,254
NORTHWESTERN	\$13,723,786	\$2,142,250	\$340,290	\$5,506,641	\$3,188,330	\$4,317,729	\$4,872,574	\$34,091,600
ST. CLAIR	\$10,483,653	\$1,862,985	\$145,451	\$3,628,802	\$2,622,211	\$4,172,323	\$3,494,951	\$26,410,376
<i>GROUP 3</i>								
DELTA	\$30,043,047	\$3,302,816	\$1,002,159	\$7,985,975	\$7,937,164	\$6,656,229	\$6,372,325	\$63,299,715
GRAND RAPIDS	\$46,302,222	\$5,739,709	\$1,297,883	\$10,849,149	\$7,991,824	\$12,008,746	\$11,037,668	\$95,227,201
HENRY FORD	\$38,445,323	\$4,303,040	\$0	\$8,011,863	\$7,083,068	\$8,855,033	\$8,486,591	\$75,184,918
KALAMAZOO VALLEY	\$22,475,312	\$3,590,725	\$1,564,837	\$4,832,958	\$5,330,449	\$5,258,355	\$5,420,859	\$48,473,495
MOTT	\$26,588,492	\$2,710,512	\$450,112	\$9,177,753	\$9,584,411	\$8,100,437	\$9,429,178	\$66,040,895
SCHOOLCRAFT	\$23,164,926	\$3,389,145	\$2,062,233	\$9,359,705	\$7,600,420	\$8,092,135	\$9,119,015	\$62,787,579
WASHTENAW	\$37,921,421	\$5,710,743	\$15,731	\$10,294,437	\$9,605,541	\$9,469,932	\$10,372,957	\$83,390,762
WAYNE COUNTY	\$37,944,442	\$3,906,474	\$1,474,270	\$10,990,641	\$22,323,790	\$13,910,263	\$13,674,239	\$104,224,119
<i>GROUP 4</i>								
LANSING	\$41,413,097	\$7,227,004	\$1,965,071	\$17,404,197	\$14,971,970	\$11,819,763	\$14,139,350	\$108,940,452
MACOMB	\$44,117,771	\$6,945,057	\$1,432,683	\$16,880,354	\$10,828,097	\$11,670,250	\$14,597,963	\$106,472,175
OAKLAND	\$58,552,346	\$8,856,535	\$318,657	\$21,433,257	\$14,378,149	\$15,153,635	\$17,952,241	\$136,644,820
STATE AGGREGATE	\$551,253,714	\$77,250,322	\$15,897,419	\$167,554,467	\$155,273,817	\$158,043,691	\$163,644,757	\$1,288,918,187

Capital expenditures excluded.

TABLE 28
 OPERATING FUND EXPENDITURES BY ACTIVITY (PERCENTAGES)
 2008-09

	INSTRUCTION	INFORMATION TECHNOLOGY	PUBLIC SERVICE	INSTRUCTIONAL SUPPORT	STUDENT SERVICES	ADMINISTRATION	PHYSICAL PLANT
<i>GROUP 1</i>							
ALPENA	47.6%	6.5%	0.6%	8.9%	9.4%	15.0%	12.0%
BAY DE NOC	44.7%	7.3%	0.5%	11.4%	8.3%	16.2%	11.6%
GLEN OAKS	41.4%	4.9%	3.3%	10.2%	13.8%	15.1%	11.3%
GOGEBIC	48.7%	3.2%	0.0%	7.9%	13.5%	15.7%	11.0%
KIRTLAND	39.8%	5.8%	1.5%	13.3%	12.5%	11.8%	15.2%
MID MICHIGAN	39.6%	3.5%	4.3%	12.5%	12.7%	14.9%	12.5%
MONTCALM	41.4%	6.9%	3.1%	12.8%	9.9%	13.0%	13.0%
NORTH CENTRAL	42.1%	7.5%	0.0%	10.6%	16.4%	11.5%	11.9%
SOUTHWESTERN	35.3%	8.4%	0.0%	14.4%	12.4%	16.8%	12.8%
WEST SHORE	41.2%	5.9%	2.4%	9.7%	8.5%	15.9%	16.3%
<i>GROUP 2</i>							
JACKSON	46.4%	5.2%	2.3%	7.6%	10.5%	14.0%	14.0%
KELLOGG	46.8%	5.6%	0.0%	15.9%	9.2%	10.4%	12.1%
LAKE MICHIGAN	37.0%	7.3%	0.4%	7.2%	12.7%	21.5%	13.8%
MONROE	44.5%	5.4%	1.2%	14.2%	10.2%	11.6%	13.0%
MUSKEGON	46.8%	9.4%	1.6%	10.8%	14.1%	9.5%	7.8%
NORTHWESTERN	40.3%	6.3%	1.0%	16.2%	9.4%	12.7%	14.3%
ST. CLAIR	39.7%	7.1%	0.6%	13.7%	9.9%	15.8%	13.2%
<i>GROUP 3</i>							
DELTA	47.5%	5.2%	1.6%	12.6%	12.5%	10.5%	10.1%
GRAND RAPIDS	48.6%	6.0%	1.4%	11.4%	8.4%	12.6%	11.6%
HENRY FORD	51.1%	5.7%	0.0%	10.7%	9.4%	11.8%	11.3%
KALAMAZOO VALLEY	46.4%	7.4%	3.2%	10.0%	11.0%	10.8%	11.2%
MOTT	40.3%	4.1%	0.7%	13.9%	14.5%	12.3%	14.3%
SCHOOLCRAFT	36.9%	5.4%	3.3%	14.9%	12.1%	12.9%	14.5%
WASHTENAW	45.5%	6.8%	0.0%	12.3%	11.5%	11.4%	12.4%
WAYNE COUNTY	36.4%	3.7%	1.4%	10.5%	21.4%	13.3%	13.1%
<i>GROUP 4</i>							
LANSING	38.0%	6.6%	1.8%	16.0%	13.7%	10.8%	13.0%
MACOMB	41.4%	6.5%	1.3%	15.9%	10.2%	11.0%	13.7%
OAKLAND	42.9%	6.5%	0.2%	15.7%	10.5%	11.1%	13.1%
STATE AGGREGATE	42.8%	6.0%	1.2%	13.0%	12.0%	12.3%	12.7%

Capital expenditures excluded.

TABLE 29
EXPENDITURES PER FYES AND CHES
2008-09

	EXPENDITURES PER FYES	EXPENDITURES PER CHES	OPERATING FUND EXPENDITURES	FYES	CHES
<i>GROUP 1</i>					
ALPENA	\$10,010	\$8,543	\$13,991,296	1,398	1,638
BAY DE NOC	\$8,722	\$7,670	\$14,915,177	1,710	1,945
GLEN OAKS	\$8,897	\$7,442	\$10,142,053	1,140	1,363
GOGEBIC	\$9,981	\$8,280	\$7,999,417	802	966
KIRTLAND	\$12,697	\$10,320	\$15,048,667	1,185	1,458
MID MICHIGAN	\$5,803	\$4,615	\$17,314,139	2,984	3,752
MONTCALM	\$10,091	\$8,674	\$13,815,757	1,369	1,593
NORTH CENTRAL	\$7,980	\$6,278	\$13,033,825	1,633	2,076
SOUTHWESTERN	\$9,944	\$7,916	\$16,342,455	1,643	2,065
WEST SHORE	\$12,018	\$10,276	\$10,619,331	884	1,033
<i>GROUP 2</i>					
JACKSON	\$7,765	\$6,412	\$36,839,411	4,745	5,745
KELLOGG	\$8,220	\$7,029	\$29,920,389	3,640	4,257
LAKE MICHIGAN	\$10,903	\$8,792	\$24,900,382	2,284	2,832
MONROE	\$8,900	\$7,158	\$25,046,527	2,814	3,499
MUSKEGON	\$8,682	\$6,963	\$27,801,254	3,202	3,993
NORTHWESTERN	\$11,086	\$9,461	\$34,091,600	3,075	3,603
ST. CLAIR	\$7,755	\$6,932	\$26,410,376	3,406	3,810
<i>GROUP 3</i>					
DELTA	\$8,540	\$7,081	\$63,299,715	7,413	8,939
GRAND RAPIDS	\$8,899	\$7,794	\$95,227,201	10,700	12,218
HENRY FORD	\$6,818	\$6,230	\$75,184,918	11,027	12,069
KALAMAZOO VALLEY	\$6,820	\$5,714	\$48,473,495	7,107	8,484
MOTT	\$8,933	\$7,228	\$66,040,895	7,393	9,137
SCHOOLCRAFT	\$7,165	\$6,151	\$62,787,579	8,763	10,208
WASHTENAW	\$9,509	\$7,623	\$83,390,762	8,769	10,939
WAYNE COUNTY	\$8,362	\$6,929	\$104,224,119	12,463	15,041
<i>GROUP 4</i>					
LANSING	\$8,355	\$7,177	\$108,940,452	13,039	15,179
MACOMB	\$6,934	\$5,548	\$106,472,175	15,355	19,191
OAKLAND	\$7,907	\$6,705	\$136,644,820	17,281	20,378
STATE AGGREGATE	\$8,198	\$6,878	\$1,288,918,187	157,225	187,409
STATE AVERAGE	\$8,846	\$7,391			

Capital expenditures excluded.

TABLE 30
INSTRUCTIONAL COST
2008-09

	COST PER FYES	COST PER CHES	INSTRUCTION EXPENDITURES	FYES	CHES
<i>GROUP 1</i>					
ALPENA	\$4,762	\$4,064	\$6,655,619	1,398	1,638
BAY DE NOC	\$3,899	\$3,429	\$6,667,723	1,710	1,945
GLEN OAKS	\$3,687	\$3,084	\$4,203,182	1,140	1,363
GOGEBIC	\$4,865	\$4,036	\$3,898,963	802	966
KIRTLAND	\$5,056	\$4,109	\$5,992,090	1,185	1,458
MID MICHIGAN	\$2,297	\$1,827	\$6,852,901	2,984	3,752
MONTCALM	\$4,176	\$3,589	\$5,716,684	1,369	1,593
NORTH CENTRAL	\$3,355	\$2,640	\$5,480,733	1,633	2,076
SOUTHWESTERN	\$3,507	\$2,792	\$5,763,966	1,643	2,065
WEST SHORE	\$4,956	\$4,238	\$4,379,549	884	1,033
<i>GROUP 2</i>					
JACKSON	\$3,602	\$2,974	\$17,088,259	4,745	5,745
KELLOGG	\$3,849	\$3,292	\$14,010,418	3,640	4,257
LAKE MICHIGAN	\$4,030	\$3,249	\$9,203,169	2,284	2,832
MONROE	\$3,962	\$3,187	\$11,150,288	2,814	3,499
MUSKEGON	\$4,064	\$3,260	\$13,014,332	3,202	3,993
NORTHWESTERN	\$4,463	\$3,809	\$13,723,786	3,075	3,603
ST. CLAIR	\$3,078	\$2,752	\$10,483,653	3,406	3,810
<i>GROUP 3</i>					
DELTA	\$4,053	\$3,361	\$30,043,047	7,413	8,939
GRAND RAPIDS	\$4,327	\$3,790	\$46,302,222	10,700	12,218
HENRY FORD	\$3,486	\$3,185	\$38,445,323	11,027	12,069
KALAMAZOO VALLEY	\$3,162	\$2,649	\$22,475,312	7,107	8,484
MOTT	\$3,596	\$2,910	\$26,588,492	7,393	9,137
SCHOOLCRAFT	\$2,643	\$2,269	\$23,164,926	8,763	10,208
WASHTENAW	\$4,324	\$3,467	\$37,921,421	8,769	10,939
WAYNE COUNTY	\$3,044	\$2,523	\$37,944,442	12,463	15,041
<i>GROUP 4</i>					
LANSING	\$3,176	\$2,728	\$41,413,097	13,039	15,179
MACOMB	\$2,873	\$2,299	\$44,117,771	15,355	19,191
OAKLAND	\$3,388	\$2,873	\$58,552,346	17,281	20,378
STATE AGGREGATE	\$3,506	\$2,941	\$551,253,714	157,225	187,409
STATE AVERAGE	\$3,774	\$3,157			

Capital expenditures excluded.

**TABLE 31
COST PER STUDENT CONTACT HOUR AND STUDENT CREDIT HOUR
2008-09**

ACS CODE & SUB-ACTIVITY	COST PER CONTACT HOUR	COST PER CREDIT HOUR	EXPENDITURES	CONTACT HOURS	CREDIT HOURS
1.1 GENERAL EDUCATION	\$5.40	\$98.25	\$265,392,058	49,135,197	2,701,257
1.2 BUSINESS & HUMAN SERVICES	\$5.78	\$104.82	\$106,199,685	18,373,732	1,013,167
1.3 TECHNICAL & INDUSTRIAL OCCUPATIONS	\$10.61	\$247.64	\$59,829,155	5,636,418	241,600
1.4 HEALTH OCCUPATIONS	\$7.71	\$193.01	\$82,873,271	10,745,260	429,374
1.5 DEVELOPMENTAL EDUCATION & BASIC SKILLS	\$3.96	\$67.81	\$30,954,918	7,815,841	456,473
1.6 HUMAN DEVELOPMENT	\$4.71	\$128.61	\$2,675,967	568,478	20,807
1.7 PERSONAL INTEREST	\$4.89	\$294.42	\$3,328,660	680,239	11,306
1.0 INSTRUCTION TOTAL	\$5.93	\$113.10	\$551,253,714	92,955,165	4,873,984

Capital expenditures excluded.

TABLE 32
 COST PER STUDENT CONTACT HOUR BY COLLEGE
 2008-09

	ALL INSTRUCTION	GENERAL EDUCATION	BUSINESS & HUMAN SERVICES	TECHNICAL & INDUSTRIAL OCCUPATIONS	HEALTH OCCUPATIONS	DEVELOP. EDUC & BASIC SKILLS	HUMAN DEVELOP.	PERSONAL INTEREST
<i>GROUP 1</i>								
ALPENA	\$8.23	\$7.80	\$8.40	\$9.14	\$9.87	\$6.47	\$0.00	\$0.00
BAY DE NOC	\$7.34	\$6.18	\$7.71	\$10.77	\$7.74	\$10.87	\$12.42	\$1.31
GLEN OAKS	\$7.68	\$7.24	\$7.24	\$4.08	\$8.89	\$12.86	\$28.07	\$3.60
GOGEBIC	\$8.97	\$7.99	\$11.20	\$13.16	\$7.92	\$2.25	\$4.93	\$1.13
KIRTLAND	\$8.61	\$7.45	\$9.48	\$12.13	\$9.02	\$6.88	\$103.38	\$44.72
MID MICHIGAN	\$4.22	\$4.07	\$3.13	\$5.32	\$5.71	\$3.42	\$1.09	\$0.00
MONTCALM	\$5.43	\$4.06	\$3.90	\$5.78	\$12.25	\$6.27	\$1.58	\$0.00
NORTH CENTRAL	\$5.85	\$5.61	\$6.84	\$6.56	\$5.99	\$4.17	\$10.69	\$0.00
SOUTHWESTERN	\$5.96	\$5.52	\$4.56	\$9.45	\$7.39	\$6.17	\$1.80	\$7.12
WEST SHORE	\$8.28	\$8.12	\$8.54	\$12.13	\$10.26	\$10.23	\$0.00	\$1.46
<i>GROUP 2</i>								
JACKSON	\$6.61	\$6.25	\$7.56	\$8.00	\$7.49	\$5.06	\$1.66	\$1.23
KELLOGG	\$6.55	\$6.92	\$6.05	\$12.19	\$6.22	\$5.03	\$0.38	\$2.51
LAKE MICHIGAN	\$7.26	\$6.15	\$9.09	\$12.88	\$8.37	\$8.87	\$1.66	\$0.00
MONROE	\$6.82	\$5.68	\$7.00	\$10.53	\$11.47	\$5.20	\$3.68	\$4.28
MUSKEGON	\$7.19	\$6.13	\$7.18	\$7.97	\$11.39	\$9.91	\$10.25	\$5.11
NORTHWESTERN	\$7.25	\$5.52	\$7.91	\$21.41	\$9.27	\$4.28	\$4.38	\$4.03
ST. CLAIR	\$6.04	\$5.69	\$5.61	\$9.02	\$6.67	\$6.01	\$3.47	\$18.00
<i>GROUP 3</i>								
DELTA	\$7.02	\$6.58	\$5.95	\$8.77	\$10.54	\$6.89	\$4.79	\$6.44
GRAND RAPIDS	\$7.98	\$6.74	\$8.79	\$14.75	\$10.59	\$6.18	\$2.81	\$0.00
HENRY FORD	\$7.39	\$8.67	\$7.32	\$10.87	\$7.14	\$0.73	\$0.41	\$12.78
KALAMAZOO VALLEY	\$5.56	\$4.78	\$5.09	\$7.82	\$8.99	\$5.94	\$0.00	\$0.00
MOTT	\$5.75	\$5.27	\$3.99	\$8.61	\$12.00	\$5.45	\$3.01	\$5.51
SCHOOLCRAFT	\$4.88	\$4.30	\$5.59	\$8.79	\$7.55	\$4.31	\$4.18	\$2.27
WASHTENAW	\$7.77	\$5.72	\$8.60	\$18.39	\$9.44	\$4.83	\$7.97	\$3.28
WAYNE COUNTY	\$5.68	\$5.96	\$5.15	\$4.59	\$5.52	\$5.96	\$4.99	\$4.84
<i>GROUP 4</i>								
LANSING	\$6.02	\$5.42	\$4.81	\$9.03	\$7.84	\$5.78	\$4.84	\$26.58
MACOMB	\$4.93	\$4.31	\$3.98	\$12.64	\$8.06	\$1.03	\$8.68	\$7.11
OAKLAND	\$6.60	\$6.54	\$7.36	\$11.35	\$8.85	\$1.75	\$0.00	\$1.16
<i>STATE AGGREGATE</i>	<i>\$6.37</i>	<i>\$5.85</i>	<i>\$6.02</i>	<i>\$10.94</i>	<i>\$8.29</i>	<i>\$4.59</i>	<i>\$5.25</i>	<i>\$4.17</i>
<i>STATE AVERAGE</i>	<i>\$6.71</i>	<i>\$6.10</i>	<i>\$6.72</i>	<i>\$10.22</i>	<i>\$8.66</i>	<i>\$5.81</i>	<i>\$9.18</i>	<i>\$5.55</i>

Capital expenditures excluded.

TABLE 33
 INFORMATION TECHNOLOGY COST
 2008-09

	COST PER FYES	COST PER CHES	COST PER STUDENT HEADCOUNT	INFORMATION TECHNOLOGY EXPENDITURES	FYES	CHES	UNDUPLICATED HEADCOUNT
<i>GROUP 1</i>							
ALPENA	\$654	\$559	\$349	\$914,684	1,398	1,638	2,620
BAY DE NOC	\$638	\$561	\$221	\$1,090,518	1,710	1,945	4,924
GLEN OAKS	\$434	\$363	\$162	\$495,038	1,140	1,363	3,050
GOGEBIC	\$322	\$267	\$172	\$257,998	802	966	1,497
KIRTLAND	\$742	\$603	\$263	\$879,212	1,185	1,458	3,343
MID MICHIGAN	\$204	\$162	\$87	\$607,449	2,984	3,752	6,979
MONTCALM	\$697	\$599	\$217	\$953,596	1,369	1,593	4,399
NORTH CENTRAL	\$601	\$473	\$218	\$981,811	1,633	2,076	4,510
SOUTHWESTERN	\$834	\$664	\$386	\$1,370,315	1,643	2,065	3,551
WEST SHORE	\$710	\$607	\$291	\$627,627	884	1,033	2,154
<i>GROUP 2</i>							
JACKSON	\$405	\$335	\$186	\$1,921,782	4,745	5,745	10,315
KELLOGG	\$460	\$393	\$121	\$1,673,461	3,640	4,257	13,822
LAKE MICHIGAN	\$799	\$644	\$258	\$1,824,714	2,284	2,832	7,070
MONROE	\$478	\$384	\$144	\$1,344,773	2,814	3,499	9,308
MUSKEGON	\$818	\$656	\$314	\$2,620,349	3,202	3,993	8,340
NORTHWESTERN	\$697	\$595	\$166	\$2,142,250	3,075	3,603	12,885
ST. CLAIR	\$547	\$489	\$237	\$1,862,985	3,406	3,810	7,863
<i>GROUP 3</i>							
DELTA	\$446	\$369	\$201	\$3,302,816	7,413	8,939	16,397
GRAND RAPIDS	\$536	\$470	\$254	\$5,739,709	10,700	12,218	22,587
HENRY FORD	\$390	\$357	\$174	\$4,303,040	11,027	12,069	24,664
KALAMAZOO VALLEY	\$505	\$423	\$199	\$3,590,725	7,107	8,484	18,005
MOTT	\$367	\$297	\$140	\$2,710,512	7,393	9,137	19,330
SCHOOLCRAFT	\$387	\$332	\$96	\$3,389,145	8,763	10,208	35,194
WASHTENAW	\$651	\$522	\$239	\$5,710,743	8,769	10,939	23,939
WAYNE COUNTY	\$313	\$260	\$54	\$3,906,474	12,463	15,041	72,401
<i>GROUP 4</i>							
LANSING	\$554	\$476	\$226	\$7,227,004	13,039	15,179	32,024
MACOMB	\$452	\$362	\$155	\$6,945,057	15,355	19,191	44,822
OAKLAND	\$512	\$435	\$190	\$8,856,535	17,281	20,378	46,592
STATE AGGREGATE	\$491	\$412	\$167	\$77,250,322	157,225	187,409	462,585
STATE AVERAGE	\$541	\$452	\$204				

Capital expenditures excluded.

TABLE 34
INSTRUCTIONAL SUPPORT COST
2008-09

	COST PER FYES	COST PER CHES	COST PER STUDENT HEADCOUNT	INSTRUCTIONAL SUPPORT EXPENDITURES	FYES	CHES	UNDUPLICATED HEADCOUNT
<i>GROUP 1</i>							
ALPENA	\$890	\$760	\$475	\$1,243,952	1,398	1,638	2,620
BAY DE NOC	\$995	\$875	\$346	\$1,701,473	1,710	1,945	4,924
GLEN OAKS	\$906	\$758	\$339	\$1,032,561	1,140	1,363	3,050
GOGEBIC	\$792	\$657	\$424	\$634,896	802	966	1,497
KIRTLAND	\$1,693	\$1,376	\$600	\$2,006,876	1,185	1,458	3,343
MID MICHIGAN	\$724	\$576	\$309	\$2,159,892	2,984	3,752	6,979
MONTCALM	\$1,287	\$1,106	\$400	\$1,761,704	1,369	1,593	4,399
NORTH CENTRAL	\$845	\$665	\$306	\$1,380,901	1,633	2,076	4,510
SOUTHWESTERN	\$1,428	\$1,136	\$661	\$2,346,177	1,643	2,065	3,551
WEST SHORE	\$1,162	\$994	\$477	\$1,026,992	884	1,033	2,154
<i>GROUP 2</i>							
JACKSON	\$587	\$484	\$270	\$2,783,001	4,745	5,745	10,315
KELLOGG	\$1,310	\$1,120	\$345	\$4,766,682	3,640	4,257	13,822
LAKE MICHIGAN	\$789	\$636	\$255	\$1,801,782	2,284	2,832	7,070
MONROE	\$1,265	\$1,018	\$382	\$3,560,256	2,814	3,499	9,308
MUSKEGON	\$934	\$749	\$359	\$2,991,590	3,202	3,993	8,340
NORTHWESTERN	\$1,791	\$1,528	\$427	\$5,506,641	3,075	3,603	12,885
ST. CLAIR	\$1,066	\$952	\$462	\$3,628,802	3,406	3,810	7,863
<i>GROUP 3</i>							
DELTA	\$1,077	\$893	\$487	\$7,985,975	7,413	8,939	16,397
GRAND RAPIDS	\$1,014	\$888	\$480	\$10,849,149	10,700	12,218	22,587
HENRY FORD	\$727	\$664	\$325	\$8,011,863	11,027	12,069	24,664
KALAMAZOO VALLEY	\$680	\$570	\$268	\$4,832,958	7,107	8,484	18,005
MOTT	\$1,241	\$1,004	\$475	\$9,177,753	7,393	9,137	19,330
SCHOOLCRAFT	\$1,068	\$917	\$266	\$9,359,705	8,763	10,208	35,194
WASHTENAW	\$1,174	\$941	\$430	\$10,294,437	8,769	10,939	23,939
WAYNE COUNTY	\$882	\$731	\$152	\$10,990,641	12,463	15,041	72,401
<i>GROUP 4</i>							
LANSING	\$1,335	\$1,147	\$543	\$17,404,197	13,039	15,179	32,024
MACOMB	\$1,099	\$880	\$377	\$16,880,354	15,355	19,191	44,822
OAKLAND	\$1,240	\$1,052	\$460	\$21,433,257	17,281	20,378	46,592
STATE AGGREGATE	\$1,066	\$894	\$362	\$167,554,467	157,225	187,409	462,585
STATE AVERAGE	\$1,071	\$896	\$396				

Capital expenditures excluded.

TABLE 35
STUDENT SERVICES COST
2008-09

	COST PER FYES	COST PER CHES	COST PER STUDENT HEADCOUNT	STUDENT SERVICES EXPENDITURES	FYES	CHES	UNDUPLICATED HEADCOUNT
<i>GROUP 1</i>							
ALPENA	\$944	\$805	\$503	\$1,319,059	1,398	1,638	2,620
BAY DE NOC	\$721	\$634	\$251	\$1,233,653	1,710	1,945	4,924
GLEN OAKS	\$1,231	\$1,030	\$460	\$1,403,542	1,140	1,363	3,050
GOGEBIC	\$1,343	\$1,114	\$719	\$1,076,510	802	966	1,497
KIRTLAND	\$1,581	\$1,285	\$561	\$1,874,036	1,185	1,458	3,343
MID MICHIGAN	\$739	\$587	\$316	\$2,203,758	2,984	3,752	6,979
MONTCALM	\$994	\$855	\$309	\$1,361,381	1,369	1,593	4,399
NORTH CENTRAL	\$1,312	\$1,033	\$475	\$2,143,803	1,633	2,076	4,510
SOUTHWESTERN	\$1,233	\$981	\$571	\$2,026,400	1,643	2,065	3,551
WEST SHORE	\$1,024	\$875	\$420	\$904,366	884	1,033	2,154
<i>GROUP 2</i>							
JACKSON	\$818	\$676	\$376	\$3,881,239	4,745	5,745	10,315
KELLOGG	\$756	\$646	\$199	\$2,750,134	3,640	4,257	13,822
LAKE MICHIGAN	\$1,388	\$1,119	\$448	\$3,169,607	2,284	2,832	7,070
MONROE	\$906	\$729	\$274	\$2,550,911	2,814	3,499	9,308
MUSKEGON	\$1,227	\$984	\$471	\$3,929,994	3,202	3,993	8,340
NORTHWESTERN	\$1,037	\$885	\$247	\$3,188,330	3,075	3,603	12,885
ST. CLAIR	\$770	\$688	\$333	\$2,622,211	3,406	3,810	7,863
<i>GROUP 3</i>							
DELTA	\$1,071	\$888	\$484	\$7,937,164	7,413	8,939	16,397
GRAND RAPIDS	\$747	\$654	\$354	\$7,991,824	10,700	12,218	22,587
HENRY FORD	\$642	\$587	\$287	\$7,083,068	11,027	12,069	24,664
KALAMAZOO VALLEY	\$750	\$628	\$296	\$5,330,449	7,107	8,484	18,005
MOTT	\$1,296	\$1,049	\$496	\$9,584,411	7,393	9,137	19,330
SCHOOLCRAFT	\$867	\$745	\$216	\$7,600,420	8,763	10,208	35,194
WASHTENAW	\$1,095	\$878	\$401	\$9,605,541	8,769	10,939	23,939
WAYNE COUNTY	\$1,791	\$1,484	\$308	\$22,323,790	12,463	15,041	72,401
<i>GROUP 4</i>							
LANSING	\$1,148	\$986	\$468	\$14,971,970	13,039	15,179	32,024
MACOMB	\$705	\$564	\$242	\$10,828,097	15,355	19,191	44,822
OAKLAND	\$832	\$706	\$309	\$14,378,149	17,281	20,378	46,592
STATE AGGREGATE	\$988	\$829	\$336	\$155,273,817	157,225	187,409	462,585
STATE AVERAGE	\$1,035	\$861	\$386				

Capital expenditures excluded.

TABLE 36
SALARY AND FRINGE BENEFIT COSTS
2008-09

	<i>COLUMN B</i>	<i>COLUMN C</i>	<i>COLUMN D</i>	<i>COLUMN E</i>	<i>COLUMN F</i>
	SALARIES	FRINGE BENEFITS	COMPENSATION COLUMNS B + C	COMPENSATION % COLUMN D / F	TOTAL EXPENDITURES
<i>GROUP 1</i>					
ALPENA	\$7,949,454	\$3,381,010	\$11,330,464	81.0%	\$13,991,296
BAY DE NOC	\$8,292,589	\$3,721,555	\$12,014,144	80.5%	\$14,915,177
GLEN OAKS	\$5,468,700	\$2,409,418	\$7,878,118	77.7%	\$10,142,053
GOGEBIC	\$4,170,977	\$2,144,215	\$6,315,192	78.9%	\$7,999,417
KIRTLAND	\$7,933,440	\$3,567,482	\$11,500,922	76.4%	\$15,048,667
MID MICHIGAN	\$9,319,702	\$3,912,394	\$13,232,096	76.4%	\$17,314,139
MONTCALM	\$6,975,222	\$3,077,424	\$10,052,646	72.8%	\$13,815,757
NORTH CENTRAL	\$7,092,968	\$3,104,618	\$10,197,586	78.2%	\$13,033,825
SOUTHWESTERN	\$8,709,565	\$3,223,699	\$11,933,264	73.0%	\$16,342,455
WEST SHORE	\$5,877,319	\$2,759,733	\$8,637,052	81.3%	\$10,619,331
<i>GROUP 2</i>					
JACKSON	\$19,857,945	\$7,697,916	\$27,555,861	74.8%	\$36,839,411
KELLOGG	\$6,108,964	\$6,085,942	\$12,194,906	40.8%	\$29,920,389
LAKE MICHIGAN	\$13,883,758	\$5,088,525	\$18,972,283	76.2%	\$24,900,382
MONROE	\$14,490,347	\$6,661,419	\$21,151,766	84.4%	\$25,046,527
MUSKEGON	\$15,189,479	\$5,743,134	\$20,932,613	75.3%	\$27,801,254
NORTHWESTERN	\$18,100,556	\$7,220,158	\$25,320,714	74.3%	\$34,091,600
ST. CLAIR	\$14,046,214	\$5,792,796	\$19,839,010	75.1%	\$26,410,376
<i>GROUP 3</i>					
DELTA	\$37,878,527	\$13,123,847	\$51,002,374	80.6%	\$63,299,715
GRAND RAPIDS	\$57,135,769	\$21,505,562	\$78,641,331	82.6%	\$95,227,201
HENRY FORD	\$41,577,798	\$17,195,576	\$58,773,374	78.2%	\$75,184,918
KALAMAZOO VALLEY	\$28,350,164	\$11,826,290	\$40,176,454	82.9%	\$48,473,495
MOTT	\$37,724,825	\$14,941,245	\$52,666,070	79.7%	\$66,040,895
SCHOOLCRAFT	\$35,657,450	\$13,571,418	\$49,228,868	78.4%	\$62,787,579
WASHTENAW	\$49,159,656	\$18,106,221	\$67,265,877	80.7%	\$83,390,762
WAYNE COUNTY	\$52,592,016	\$21,093,874	\$73,685,890	70.7%	\$104,224,119
<i>GROUP 4</i>					
LANSING	\$61,450,634	\$22,299,300	\$83,749,934	76.9%	\$108,940,452
MACOMB	\$62,597,789	\$24,473,515	\$87,071,304	81.8%	\$106,472,175
OAKLAND	\$80,292,975	\$29,818,026	\$110,111,001	80.6%	\$136,644,820
STATE AGGREGATE	\$717,884,802	\$283,546,312	\$1,001,431,114	77.7%	\$1,288,918,187

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

TABLE 37
 COST PER SQUARE FOOT
 2008-09

	COST PER SQUARE FOOT	PHYSICAL PLANT COST LESS ENERGY	SQUARE FEET
<i>GROUP 1</i>			
ALPENA	\$3.17	\$1,187,131	374,499
BAY DE NOC	\$3.14	\$1,217,337	387,154
GLEN OAKS	\$4.00	\$796,337	198,848
GOGEBIC	\$2.32	\$535,161	230,650
KIRTLAND	\$6.45	\$1,783,809	276,469
MID MICHIGAN	\$4.57	\$1,469,327	321,796
MONTCALM	\$5.51	\$1,337,816	242,580
NORTH CENTRAL	\$4.09	\$1,025,862	250,645
SOUTHWESTERN	\$4.00	\$1,462,571	365,699
WEST SHORE	\$4.45	\$1,165,356	261,817
<i>GROUP 2</i>			
JACKSON	\$6.30	\$3,934,488	624,611
KELLOGG	\$4.91	\$2,925,043	595,328
LAKE MICHIGAN	\$4.94	\$2,697,167	546,214
MONROE	\$6.46	\$2,460,797	381,045
MUSKEGON	\$3.67	\$1,729,522	470,905
NORTHWESTERN	\$4.93	\$3,722,370	754,518
ST. CLAIR	\$5.46	\$2,560,208	468,692
<i>GROUP 3</i>			
DELTA	\$4.59	\$4,782,202	1,042,243
GRAND RAPIDS	\$6.41	\$8,478,980	1,322,529
HENRY FORD	\$6.81	\$7,318,872	1,075,360
KALAMAZOO VALLEY	\$5.24	\$3,659,867	698,719
MOTT	\$7.52	\$7,655,417	1,017,619
SCHOOLCRAFT	\$10.19	\$7,134,979	700,251
WASHTENAW	\$7.59	\$7,644,939	1,007,499
WAYNE COUNTY	\$7.17	\$10,318,524	1,439,262
<i>GROUP 4</i>			
LANSING	\$8.10	\$11,943,536	1,474,404
MACOMB	\$6.19	\$10,317,034	1,666,689
OAKLAND	\$6.21	\$13,594,800	2,189,717
STATE AGGREGATE	\$6.12	\$124,859,452	20,385,762

Capital expenditures included.

TABLE 38
ENERGY COST PER CUBIC FOOT
2008-09

	ENERGY COST PER CUBIC FOOT	ENERGY EXPENDITURES	CUBIC FEET
<i>GROUP 1</i>			
ALPENA	\$0.0822	486,596	5,920,921
BAY DE NOC	\$0.1252	577,333	4,611,408
GLEN OAKS	\$0.1421	345,745	2,432,352
GOGEBIC	\$0.0865	341,557	3,949,567
KIRTLAND	\$0.1935	550,881	2,847,580
MID MICHIGAN	\$0.2089	693,626	3,320,318
MONTCALM	\$0.1202	465,277	3,871,256
NORTH CENTRAL	\$0.1624	526,952	3,245,245
SOUTHWESTERN	\$0.1075	628,751	5,851,184
WEST SHORE	\$0.1295	570,706	4,405,592
<i>GROUP 2</i>			
JACKSON	\$0.1270	1,292,132	10,178,200
KELLOGG	\$0.0917	781,398	8,522,273
LAKE MICHIGAN	\$0.0713	758,151	10,633,455
MONROE	\$0.1387	851,248	6,135,768
MUSKEGON	\$0.0722	443,510	6,138,898
NORTHWESTERN	\$0.1145	1,164,915	10,173,748
ST. CLAIR	\$0.1324	949,795	7,171,759
<i>GROUP 3</i>			
DELTA	\$0.1067	1,670,848	15,661,525
GRAND RAPIDS	\$0.1253	2,558,688	20,420,804
HENRY FORD	\$0.0867	1,305,670	15,055,040
KALAMAZOO VALLEY	\$0.1592	1,760,992	11,063,373
MOTT	\$0.1239	1,803,295	14,556,962
SCHOOLCRAFT	\$0.1689	1,993,612	11,800,531
WASHTENAW	\$0.1739	2,728,018	15,690,716
WAYNE COUNTY	\$0.1744	3,480,526	19,957,443
<i>GROUP 4</i>			
LANSING	\$0.1316	2,195,814	16,679,304
MACOMB	\$0.1510	4,280,929	28,341,829
OAKLAND	\$0.1398	4,357,441	31,162,213
STATE AGGREGATE	\$0.1320	\$39,564,408	299,799,264

TABLE 39
INSTRUCTIONAL DATA SETS
Fiscal Year 2008-09

	<i>1.1 GENERAL EDUCATION</i>		<i>1.2 BUSINESS & HUMAN SERVICES</i>		<i>1.3 TECHNICAL & INDUSTRIAL</i>	
	CONTACT HOURS	COST PER CONTACT HOUR	CONTACT HOURS	COST PER CONTACT HOUR	CONTACT HOURS	COST PER CONTACT HOUR
ALPENA	446,032	\$7.90	140,080	\$7.01	152,114	\$9.50
BAY DE NOC	494,511	\$5.73	187,237	\$7.91	86,101	\$10.81
DELTA	2,430,660	\$6.27	834,177	\$6.22	391,075	\$7.88
GLEN OAKS	314,545	\$5.76	137,887	\$5.89	34,738	\$4.23
GOGEBIC	223,756	\$7.36	95,795	\$10.35	38,849	\$14.22
GRAND RAPIDS	3,382,116	\$6.39	1,160,504	\$8.74	359,107	\$15.89
HENRY FORD	2,922,222	\$7.68	942,018	\$6.28	332,496	\$9.85
JACKSON	1,509,112	\$5.56	418,863	\$6.99	75,495	\$10.64
KALAMAZOO VALLEY	2,426,960	\$4.48	893,028	\$4.85	267,050	\$8.32
KELLOGG	919,100	\$5.65	482,171	\$5.94	91,974	\$14.07
KIRTLAND	278,131	\$7.46	138,623	\$9.05	71,651	\$11.86
LAKE MICHIGAN	718,520	\$6.02	188,154	\$8.11	72,330	\$8.00
LANSING	3,599,805	\$5.09	1,516,226	\$4.41	708,655	\$8.54
MACOMB	5,505,793	\$4.01	2,366,657	\$3.74	610,194	\$12.32
MID MICHIGAN	862,267	\$3.58	358,311	\$2.83	99,310	\$5.14
MONROE	910,004	\$5.51	336,245	\$7.02	143,515	\$8.96
MONTCALM	424,232	\$4.60	175,835	\$6.71	32,608	\$13.95
MOTT	2,122,749	\$5.17	1,114,078	\$5.07	317,520	\$7.38
MUSKEGON	1,135,428	\$5.76	383,616	\$5.50	149,729	\$9.41
NORTH CENTRAL	594,326	\$5.08	226,454	\$5.68	4,699	\$5.24
NORTHWESTERN	995,714	\$5.62	385,299	\$7.97	120,892	\$24.04
OAKLAND	5,516,665	\$5.90	1,958,787	\$6.52	391,442	\$8.92
ST. CLAIR	914,122	\$5.42	381,871	\$4.65	91,269	\$6.88
SCHOOLCRAFT	2,804,197	\$3.94	1,215,386	\$5.35	142,046	\$8.15
SOUTHWESTERN	491,946	\$5.50	162,482	\$4.20	91,805	\$7.12
WASHTENAW	2,976,556	\$5.04	942,436	\$7.71	512,911	\$17.78
WAYNE COUNTY	3,952,592	\$5.21	1,126,936	\$4.94	228,808	\$5.18
WEST SHORE	263,136	\$7.74	104,576	\$9.70	18,035	\$11.33
STATE TOTAL	49,135,197	\$5.40	18,373,732	\$5.78	5,636,418	\$10.61

TABLE 39 (continued)
 INSTRUCTIONAL DATA SETS
 Fiscal Year 2008-09

	1.4 HEALTH OCCUPATIONS		1.5 DEVELOPMENTAL & BASIC SKILLS		1.6 HUMAN DEVELOPMENT	
	CONTACT HOURS	COST PER CONTACT HOUR	CONTACT HOURS	COST PER CONTACT HOUR	CONTACT HOURS	COST PER CONTACT HOUR
ALPENA	43,768	\$10.58	30,320	\$7.32	0	\$0.00
BAY DE NOC	151,524	\$6.93	42,352	\$8.12	1,696	\$13.18
DELTA	447,022	\$9.95	288,979	\$6.44	35,099	\$5.44
GLEN OAKS	139,489	\$7.02	40,270	\$10.46	952	\$13.98
GOGEBIC	105,702	\$6.24	6,800	\$1.76	6,240	\$5.60
GRAND RAPIDS	587,196	\$9.75	559,168	\$5.53	11,904	\$2.91
HENRY FORD	977,731	\$6.36	784,560	\$0.57	17,107	\$0.34
JACKSON	505,886	\$7.30	326,903	\$3.83	3,204	\$1.01
KALAMAZOO VALLEY	429,726	\$9.10	191,056	\$5.93	0	\$0.00
KELLOGG	421,222	\$8.75	177,408	\$4.94	2,049	\$0.77
KIRTLAND	179,507	\$7.66	54,555	\$7.83	625	\$5.29
LAKE MICHIGAN	237,259	\$7.14	147,698	\$7.14	17,394	\$1.38
LANSING	887,713	\$6.46	711,704	\$5.31	78,928	\$1.98
MACOMB	574,059	\$7.86	374,828	\$0.98	60,573	\$8.97
MID MICHIGAN	394,239	\$4.58	145,225	\$2.99	1,651	\$1.15
MONROE	201,030	\$9.20	101,888	\$4.50	16,315	\$3.19
MONTCALM	142,680	\$13.56	14,112	\$13.68	502	\$3.88
MOTT	499,760	\$11.16	456,399	\$4.30	19,121	\$3.38
MUSKEGON	196,035	\$10.45	107,233	\$7.58	6,011	\$12.74
NORTH CENTRAL	139,269	\$5.99	55,563	\$4.68	9,415	\$6.25
NORTHWESTERN	121,200	\$9.90	160,882	\$3.84	3,107	\$9.46
OAKLAND	1,110,210	\$7.34	1,026,044	\$1.47	0	\$0.00
ST. CLAIR	404,165	\$6.49	90,047	\$5.29	8,343	\$3.17
SCHOOLCRAFT	305,842	\$8.04	391,384	\$3.74	27,395	\$3.92
SOUTHWESTERN	145,050	\$7.04	113,763	\$5.45	8,772	\$2.13
WASHTENAW	495,696	\$8.75	368,159	\$4.33	56,663	\$5.79
WAYNE COUNTY	839,096	\$5.09	999,389	\$4.79	175,412	\$5.00
WEST SHORE	63,184	\$9.48	49,152	\$9.53	0	\$0.00
STATE TOTAL	10,745,260	\$7.71	7,815,841	\$3.96	568,478	\$4.71

TABLE 40
NON-INSTRUCTIONAL DATA SETS
Fiscal Year 2008-09

	INSTRUCTIONAL SUPPORT EXPENDITURES	STUDENT SERVICES LESS ATHLETICS	UNDUPLICATED STUDENT HEADCOUNT	COST PER STUDENT	PELL RECIPIENT
ALPENA	\$1,243,952	\$1,090,261	2,620	\$416	1,142
BAY DE NOC	\$1,701,473	\$1,233,653	4,924	\$251	1,146
DELTA	\$7,985,975	\$7,565,886	16,397	\$461	4,913
GLEN OAKS	\$1,032,561	\$1,169,387	3,050	\$383	712
GOGEBIC	\$634,896	\$922,052	1,497	\$616	547
GRAND RAPIDS	\$10,849,149	\$7,478,170	22,587	\$331	6,731
HENRY FORD	\$8,011,863	\$6,693,490	24,664	\$271	8,832
JACKSON	\$2,783,001	\$3,544,888	10,315	\$344	3,458
KALAMAZOO VALLEY	\$4,832,958	\$4,853,754	18,005	\$270	4,492
KELLOGG	\$4,766,682	\$2,577,856	13,822	\$187	2,480
KIRTLAND	\$2,006,876	\$1,600,570	3,343	\$479	1,084
LAKE MICHIGAN	\$1,801,782	\$2,823,263	7,070	\$399	1,538
LANSING	\$17,404,197	\$11,343,729	32,024	\$354	7,419
MACOMB	\$16,880,354	\$10,615,661	44,822	\$237	6,145
MID MICHIGAN	\$2,159,892	\$2,203,758	6,979	\$316	2,424
MONROE	\$3,560,256	\$2,550,911	9,308	\$274	1,199
MONTCALM	\$1,761,704	\$1,361,381	4,399	\$309	1,182
MOTT	\$9,177,753	\$8,854,513	19,330	\$458	6,260
MUSKEGON	\$2,991,590	\$3,402,236	8,340	\$408	2,166
NORTH CENTRAL	\$1,380,901	\$2,143,803	4,510	\$475	1,178
NORTHWESTERN	\$5,506,641	\$3,188,330	12,885	\$247	1,832
OAKLAND	\$21,433,257	\$13,805,277	46,592	\$296	7,895
ST. CLAIR	\$3,628,802	\$2,285,409	7,863	\$291	1,661
SCHOOLCRAFT	\$9,359,705	\$6,928,360	35,194	\$197	3,293
SOUTHWESTERN	\$2,346,177	\$2,026,400	3,551	\$571	1,381
WASHTENAW	\$10,294,437	\$9,605,541	23,939	\$401	4,645
WAYNE COUNTY	\$10,990,641	\$21,993,679	72,401	\$304	16,479
WEST SHORE	\$1,026,992	\$904,366	2,154	\$420	595
STATE TOTAL	\$167,554,467	\$144,766,584	462,585	\$313	102,829

TABLE 40 (continued)
NON-INSTRUCTIONAL DATA SETS
Fiscal Year 2008-09

	FYES	OPERATING FUND EXPENDITURES
ALPENA	1,398	13,991,296
BAY DE NOC	1,710	14,915,177
DELTA	7,413	63,299,715
GLEN OAKS	1,140	10,142,053
GOGEBIC	802	7,999,417
GRAND RAPIDS	10,700	95,227,201
HENRY FORD	11,027	75,184,918
JACKSON	4,745	36,839,411
KALAMAZOO VALLEY	7,107	48,473,495
KELLOGG	3,640	29,920,389
KIRTLAND	1,185	15,038,158
LAKE MICHIGAN	2,284	24,900,382
LANSING	13,039	108,940,452
MACOMB	15,355	106,472,175
MID MICHIGAN	2,984	17,314,139
MONROE	2,814	25,046,527
MONTCALM	1,369	13,815,757
MOTT	7,393	66,040,895
MUSKEGON	3,202	27,801,254
NORTH CENTRAL	1,633	13,033,825
NORTHWESTERN	3,075	34,091,600
OAKLAND	17,281	136,644,820
ST. CLAIR	3,406	26,410,376
SCHOOLCRAFT	8,763	62,787,579
SOUTHWESTERN	1,643	16,342,455
WASHTENAW	8,769	83,390,762
WAYNE COUNTY	12,463	104,224,119
WEST SHORE	884	10,619,331
STATE TOTAL	157,226	\$1,288,907,678

TABLE 40 (continued)
NON-INSTRUCTIONAL DATA SETS
Fiscal Year 2008-09

	PHYSICAL PLANT EXPENDITURES LESS ENERGY	SQUARE FEET	COST PER SQUARE FOOT	PHYSICAL PLANT NEED	ENERGY EXPENDITURES	CUBIC FEET	COST PER CUBIC FOOT
ALPENA	\$1,187,131	374,499	\$3.17	\$2,280,699	\$486,596	5,920,921	\$0.0822
BAY DE NOC	\$1,146,547	387,154	\$2.96	\$2,357,768	\$577,333	4,611,408	\$0.1252
DELTA	\$4,701,477	1,042,243	\$4.51	\$6,347,260	\$1,670,848	15,661,525	\$0.1067
GLEN OAKS	\$796,337	198,848	\$4.00	\$1,210,984	\$345,745	2,432,352	\$0.1421
GOGEBIC	\$535,161	230,650	\$2.32	\$1,404,659	\$341,557	3,949,567	\$0.0865
GRAND RAPIDS	\$8,478,980	1,322,529	\$6.41	\$8,054,202	\$2,558,688	20,420,804	\$0.1253
HENRY FORD	\$7,180,921	1,075,360	\$6.68	\$6,548,942	\$1,305,670	15,055,040	\$0.0867
JACKSON	\$3,846,985	624,611	\$6.16	\$3,803,881	\$1,292,132	10,178,200	\$0.1270
KALAMAZOO VALLEY	\$3,659,867	698,719	\$5.24	\$4,255,199	\$1,760,992	11,063,373	\$0.1592
KELLOGG	\$2,838,422	595,328	\$4.77	\$3,625,548	\$781,398	8,522,273	\$0.0917
KIRTLAND	\$1,736,074	276,469	\$6.28	\$1,683,696	\$550,881	2,847,580	\$0.1935
LAKE MICHIGAN	\$2,689,518	546,214	\$4.92	\$3,326,443	\$758,151	10,633,455	\$0.0713
LANSING	\$11,943,536	1,474,404	\$8.10	\$8,979,120	\$2,195,814	16,679,304	\$0.1316
MACOMB	\$10,317,034	1,666,689	\$6.19	\$10,150,136	\$4,280,929	28,341,829	\$0.1510
MID MICHIGAN	\$1,469,327	321,796	\$4.57	\$1,959,738	\$693,626	3,320,318	\$0.2089
MONROE	\$2,395,036	381,045	\$6.29	\$2,320,564	\$851,248	6,135,768	\$0.1387
MONTCALM	\$1,327,703	242,580	\$5.47	\$1,477,312	\$465,277	3,871,256	\$0.1202
MOTT	\$7,625,883	1,017,619	\$7.49	\$6,197,300	\$1,803,295	14,556,962	\$0.1239
MUSKEGON	\$1,729,522	470,905	\$3.67	\$2,867,811	\$443,510	6,138,898	\$0.0722
NORTH CENTRAL	\$1,024,784	250,645	\$4.09	\$1,526,428	\$526,952	3,245,245	\$0.1624
NORTHWESTERN	\$3,707,659	754,518	\$4.91	\$4,595,015	\$1,164,915	10,173,748	\$0.1145
OAKLAND	\$13,594,800	2,189,717	\$6.21	\$13,335,377	\$4,357,441	31,162,213	\$0.1398
ST. CLAIR	\$2,545,156	468,692	\$5.43	\$2,854,334	\$949,795	7,171,759	\$0.1324
SCHOOLCRAFT	\$7,125,403	700,251	\$10.18	\$4,264,529	\$1,993,612	11,800,531	\$0.1689
SOUTHWESTERN	\$1,462,571	365,699	\$4.00	\$2,227,107	\$628,751	5,851,184	\$0.1075
WASHTENAW	\$7,644,939	1,007,499	\$7.59	\$6,135,669	\$2,728,018	15,690,716	\$0.1739
WAYNE COUNTY	\$10,193,713	1,439,262	\$7.08	\$8,765,106	\$3,480,526	19,957,443	\$0.1744
WEST SHORE	\$1,165,356	261,817	\$4.45	\$1,594,466	\$570,706	4,405,592	\$0.1295
STATE TOTAL	\$124,069,842	20,385,762	\$6.09	\$124,149,293	\$39,564,408	299,799,264	\$0.1320

TABLE 41
REVENUE DATA SETS
Fiscal Year 2008-09

	TAXABLE VALUE ('000)	FYES	TAXABLE VALUE PER FYES	OPERATING MILLAGE LEVIED	EQUALIZATION MILLAGE
ALPENA	\$1,066,675	1,398	\$763	2.4358	0.5500
BAY DE NOC	\$1,077,840	1,710	\$630	2.3076	0.5500
DELTA	\$11,518,490	7,413	\$1,554	2.0427	0.5500
GLEN OAKS	\$1,799,097	1,140	\$1,578	2.7249	0.5500
GOGEBIC	\$455,310	802	\$568	1.3153	0.3153
GRAND RAPIDS	\$22,373,614	10,700	\$2,091	1.7865	0.5500
HENRY FORD	\$4,575,536	11,027	\$415	3.0000	0.5500
JACKSON	\$4,414,730	4,745	\$930	1.1446	0.1446
KALAMAZOO VALLEY	\$8,329,509	7,107	\$1,172	2.4089	0.5500
KELLOGG	\$3,684,751	3,640	\$1,012	2.8636	0.5500
KIRTLAND	\$3,064,348	1,185	\$2,586	2.1093	0.5500
LAKE MICHIGAN	\$7,591,755	2,284	\$3,324	1.7854	0.5500
LANSING	\$11,395,712	13,039	\$874	3.8072	0.5500
MACOMB	\$31,937,933	15,355	\$2,080	1.4212	0.4212
MID MICHIGAN	\$1,876,546	2,984	\$629	1.2233	0.2233
MONROE	\$6,283,960	2,814	\$2,233	2.1794	0.5500
MONTCALM	\$2,175,704	1,369	\$1,589	2.7294	0.5500
MOTT	\$12,406,477	7,393	\$1,678	1.9896	0.5500
MUSKEGON	\$4,646,806	3,202	\$1,451	2.2037	0.5500
NORTH CENTRAL	\$2,803,832	1,633	\$1,717	2.1091	0.5500
NORTHWESTERN	\$4,324,889	3,075	\$1,406	2.1700	0.5500
OAKLAND	\$64,265,442	17,281	\$3,719	1.5844	0.5500
ST. CLAIR	\$6,216,225	3,406	\$1,825	1.8891	0.5500
SCHOOLCRAFT	\$15,488,016	8,763	\$1,767	1.7967	0.5500
SOUTHWESTERN	\$1,904,657	1,643	\$1,159	2.4280	0.5500
WASHTENAW	\$15,322,679	8,769	\$1,747	3.4056	0.5500
WAYNE COUNTY	\$33,422,766	12,463	\$2,682	2.4769	0.5500
WEST SHORE	\$2,611,786	884	\$2,956	2.1175	0.5500
STATE TOTAL	\$287,035,085	157,225	\$1,826		

NOTE: A tax equalization grant has been used to compensate colleges for a low tax base. In this case, tax revenue per FYES is equalized upward to a guaranteed level (the state average), if the college qualifies by levying additional millage beyond 1 mill (but not in excess of 1.55 mills).

TABLE 42
 ENROLLMENT AND TUITION DATA SETS
 Fiscal Year 2008-09

	IN DISTRICT CREDITS	OUT-OF- DISTRICT CREDITS	IN DISTRICT TUITION	OUT-OF- DISTRICT TUITION	AVERAGE TUITION REVENUE
ALPENA	23,647	19,684	\$84.00	\$126.00	\$4,141,295
BAY DE NOC	25,589	27,425	\$77.00	\$126.00	\$5,223,253
DELTA	193,423	36,366	\$79.00	\$119.00	\$18,776,342
GLEN OAKS	28,831	6,506	\$72.00	\$108.00	\$2,930,215
GOGEBIC	9,847	15,001	\$81.00	\$102.00	\$2,548,703
GRAND RAPIDS	252,492	79,222	\$82.50	\$173.00	\$28,356,316
HENRY FORD	96,701	245,148	\$65.00	\$120.00	\$36,879,662
JACKSON	78,607	68,473	\$86.50	\$122.00	\$14,134,635
KALAMAZOO VALLEY	159,363	60,957	\$68.00	\$108.00	\$19,224,392
KELLOGG	70,819	42,015	\$70.50	\$114.25	\$10,351,129
KIRTLAND	24,492	12,251	\$77.50	\$142.00	\$3,303,719
LAKE MICHIGAN	58,776	12,025	\$72.50	\$108.00	\$5,823,645
LANSING	254,918	149,305	\$73.00	\$134.00	\$37,025,722
MACOMB	405,025	70,983	\$72.00	\$110.00	\$38,691,528
MID MICHIGAN	30,268	62,227	\$76.50	\$130.00	\$9,786,469
MONROE	76,621	10,615	\$67.00	\$115.00	\$6,978,735
MONTCALM	29,329	13,110	\$74.00	\$128.00	\$3,767,159
MOTT	193,864	35,320	\$84.70	\$126.80	\$18,682,407
MUSKEGON	70,308	28,958	\$69.00	\$113.50	\$8,731,567
NORTH CENTRAL	21,960	28,679	\$69.50	\$114.20	\$5,105,515
NORTHWESTERN	50,395	44,931	\$77.40	\$142.00	\$9,186,841
OAKLAND	455,741	79,980	\$60.10	\$101.70	\$43,549,534
ST. CLAIR	86,301	19,273	\$86.50	\$165.00	\$8,746,703
SCHOOLCRAFT	161,963	109,701	\$73.00	\$107.00	\$25,321,933
SOUTHWESTERN	24,362	26,586	\$82.50	\$105.25	\$5,030,459
WASHTENAW	192,202	79,646	\$70.00	\$121.00	\$23,928,129
WAYNE COUNTY	356,965	29,399	\$57.65	\$90.00	\$30,083,600
WEST SHORE	23,909	3,480	\$72.00	\$120.00	\$2,197,971
STATE TOTAL	3,456,718	1,417,266	\$74.30	\$121.13	\$428,507,578

TABLE 42 (continued)
REVENUE DATA SETS
Fiscal Year 2008-09

	TOTAL OPERATING FUND REVENUE	ALL OTHER SOURCES OF OPER REVENUE	OTHER REV. % TOTAL
ALPENA	\$14,185,651	\$549,358	3.9%
BAY DE NOC	\$14,901,445	\$1,035,297	6.9%
DELTA	\$69,848,778	\$3,106,141	4.4%
GLEN OAKS	\$10,996,306	\$75,157	0.7%
GOGEBIC	\$8,914,034	\$325,962	3.7%
GRAND RAPIDS	\$97,653,062	\$5,515,980	5.6%
HENRY FORD	\$83,537,898	\$2,665,838	3.2%
JACKSON	\$41,698,886	\$3,006,237	7.2%
KALAMAZOO VALLEY	\$50,413,661	\$2,057,989	4.1%
KELLOGG	\$33,912,887	\$1,594,562	4.7%
KIRTLAND	\$15,999,495	\$1,336,665	8.4%
LAKE MICHIGAN	\$29,437,760	\$1,382,344	4.7%
LANSING	\$124,326,463	\$4,500,956	3.6%
MACOMB	\$127,200,488	\$5,553,542	4.4%
MID MICHIGAN	\$21,267,144	\$669,825	3.1%
MONROE	\$25,774,781	\$363,459	1.4%
MONTCALM	\$14,101,142	\$638,625	4.5%
MOTT	\$73,537,007	\$3,635,886	4.9%
MUSKEGON	\$30,442,039	\$355,073	1.2%
NORTH CENTRAL	\$14,529,918	\$345,507	2.4%
NORTHWESTERN	\$36,363,864	\$1,600,911	4.4%
OAKLAND	\$169,885,169	\$7,975,483	4.7%
ST. CLAIR	\$34,729,995	\$1,290,558	3.7%
SCHOOLCRAFT	\$74,172,971	\$4,167,789	5.6%
SOUTHWESTERN	\$18,686,868	\$581,912	3.1%
WASHTENAW	\$96,293,705	\$6,175,067	6.4%
WAYNE COUNTY	\$128,958,697	\$3,835,063	3.0%
WEST SHORE	\$10,863,054	\$373,819	3.4%
STATE TOTAL	\$1,472,633,168	\$64,715,005	4.4%