

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% |
| SOUTHWESTERN | \$4,240 | \$3,997 | \$3,738 | \$3,572 | \$3,939 | \$3,783 | \$3,961 | \$4,349 | \$0 | -100.0% |
| WASHTENAW | \$2,088 | \$1,920 | \$1,696 | \$1,511 | \$1,579 | \$1,467 | \$1,190 | \$1,639 | \$0 | -100.0% |
| 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 | 1,637.70 | 7.9% |
| BAY DE NOC | 1,643 | 1,772 | 1,905 | 2,079 | 1,888 | 1,791 | 1,727 | 1,832 | 1,944.70 | 12.6% |
| DELTA | 6,545 | 7,165 | 7,390 | 7,939 | 8,020 | 7,999 | 8,157 | 8,624 | 8,938.90 | 9.6% |
| GLEN OAKS | 1,171 | 1,278 | 1,174 | 1,220 | 1,106 | 1,052 | 1,024 | 1,103 | 1,362.80 | 33.1% |
| GOGEBIC | 788 | 782 | 864 | 800 | 761 | 769 | 849 | 876 | 966.10 | 13.8% |
| GRAND RAPIDS | 8,974 | 8,995 | 9,703 | 10,346 | 10,806 | 11,179 | 11,517 | 11,693 | 12,217.80 | 6.1% |
| HENRY FORD | 8,128 | 8,436 | 8,950 | 8,739 | 9,298 | 9,224 | 9,437 | 10,493 | 12,068.90 | 27.9% |
| JACKSON | 3,687 | 3,771 | 4,058 | 4,235 | 4,414 | 4,538 | 4,793 | 5,213 | 5,745.10 | 19.9% |
| KALAMAZOO VALLEY | 6,128 | 6,678 | 7,214 | 7,467 | 7,480 | 7,673 | 7,962 | 8,144 | 8,483.60 | 6.6% |
| KELLOGG | 3,458 | 3,710 | 4,165 | 4,321 | 4,309 | 4,492 | 4,643 | 4,310 | 4,256.50 | -8.3% |
| KIRTLAND | 895 | 1,045 | 1,288 | 1,380 | 1,355 | 1,257 | 1,356 | 1,403 | 1,458.20 | 7.5% |
| LAKE MICHIGAN | 2,366 | 2,447 | 3,437 | 3,372 | 2,737 | 2,572 | 2,670 | 2,556 | 2,832.20 | 6.1% |
| LANSING | 11,718 | 12,820 | 13,888 | 12,215 | 12,600 | 13,332 | 13,923 | 13,874 | 15,178.80 | 9.0% |
| MACOMB | 14,768 | 15,345 | 16,043 | 15,745 | 16,396 | 16,772 | 17,426 | 18,060 | 19,191.30 | 10.1% |
| MID MICHIGAN | 1,827 | 2,064 | 2,179 | 2,432 | 2,524 | 2,663 | 2,751 | 3,273 | 3,751.90 | 36.4% |
| MONROE | 2,250 | 2,434 | 2,634 | 2,827 | 2,974 | 3,038 | 3,156 | 3,297 | 3,498.90 | 10.9% |
| MONTCALM | 920 | 986 | 1,074 | 1,192 | 1,453 | 1,547 | 2,039 | 2,122 | 1,592.70 | -21.9% |
| MOTT | 6,745 | 7,311 | 8,265 | 7,610 | 7,968 | 8,102 | 7,886 | 9,317 | 9,136.70 | 15.9% |
| MUSKEGON | 3,026 | 3,324 | 3,762 | 3,892 | 3,815 | 3,680 | 3,776 | 3,650 | 3,992.60 | 5.7% |
| NORTH CENTRAL | 1,298 | 1,380 | 1,410 | 1,479 | 1,539 | 1,630 | 1,777 | 1,888 | 2,076.10 | 16.9% |
| NORTHWESTERN | 3,072 | 3,526 | 3,539 | 3,663 | 3,584 | 3,711 | 3,733 | 3,818 | 3,603.20 | -3.5% |
| OAKLAND | 16,203 | 15,416 | 13,293 | 14,197 | 14,725 | 18,632 | 18,358 | 17,890 | 20,378.10 | 11.0% |
| ST. CLAIR | 2,836 | 3,001 | 3,274 | 3,371 | 3,289 | 3,418 | 3,431 | 3,501 | 3,810.00 | 11.1% |
| SCHOOLCRAFT | 6,700 | 7,264 | 7,524 | 7,931 | 8,205 | 8,658 | 9,184 | 9,561 | 10,208.40 | 11.2% |
| SOUTHWESTERN | 2,172 | 2,417 | 2,229 | 2,092 | 2,011 | 2,038 | 1,765 | 1,948 | 2,064.60 | 17.0% |
| WASHTENAW | 7,809 | 8,599 | 9,399 | 9,492 | 9,311 | 9,611 | 9,989 | 9,834 | 10,938.90 | 9.5% |
| WAYNE COUNTY | 5,228 | 6,849 | 8,312 | 9,852 | 9,594 | 9,966 | 11,158 | 13,472 | 15,041.20 | 34.8% |
| WEST SHORE | 1,031 | 996 | 1,033 | 1,102 | 1,084 | 1,079 | 1,070 | 1,066 | 1,033.40 | -3.5% |
| STATE AGGREGATE | 132,735 | 141,303 | 149,601 | 152,512 | 154,688 | 161,880 | 167,075 | 174,447 | 187,409.30 | 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 |
| STATE AGGREGATE | 2.94 | 2.47 | 462,585 | 157,225 | 187,409 |

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 | \$17,725,483 | \$6,108,964 | \$23,834,447 | 79.7% | \$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 | \$729,501,321 | \$283,569,334 | \$1,013,070,655 | 78.6% | \$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% |

TABLE 43
MAJOR FUNDING FORMULA COMPONENTS FOR
Fiscal Year 2010-11

| | INSTRUCTIONAL NEED | NON INSTRUCTIONAL NEED | TAX GRANTS | GROSS FORMULA NEED | TOTAL DEDUCTS | FORMULA NET NEED |
|--------------------|-----------------------|------------------------------|---------------------|--------------------------|------------------------|----------------------|
| ALPENA | \$5,289,683 | \$7,853,787 | \$817,165 | \$13,960,635 | (\$5,832,139) | \$8,128,496 |
| BAY DE NOC | \$6,010,073 | \$8,868,013 | \$1,124,904 | \$16,002,990 | (\$6,956,757) | \$9,046,233 |
| DELTA | \$26,852,626 | \$29,164,048 | \$1,108,910 | \$57,125,584 | (\$33,368,178) | \$23,757,406 |
| GLEN OAKS | \$4,103,513 | \$5,455,770 | \$155,482 | \$9,714,765 | (\$5,061,414) | \$4,653,351 |
| GOGEBIC | \$3,045,445 | \$4,669,874 | \$317,913 | \$8,033,232 | (\$3,175,236) | \$4,857,996 |
| GRAND RAPIDS | \$35,578,918 | \$39,630,326 | \$0 | \$75,209,244 | (\$55,026,665) | \$20,182,579 |
| HENRY FORD | \$35,478,384 | \$36,120,482 | \$8,557,814 | \$80,156,680 | (\$43,954,529) | \$36,202,151 |
| JACKSON | \$16,581,243 | \$18,288,733 | \$614,705 | \$35,484,681 | (\$20,384,116) | \$15,100,565 |
| KALAMAZOO VALLEY | \$25,170,456 | \$24,922,810 | \$2,556,460 | \$52,649,726 | (\$27,967,750) | \$24,681,976 |
| KELLOGG | \$12,685,741 | \$16,849,204 | \$1,629,583 | \$31,164,528 | (\$14,969,871) | \$16,194,657 |
| KIRTLAND | \$4,666,346 | \$7,018,354 | \$0 | \$11,684,700 | (\$7,072,045) | \$4,612,655 |
| LAKE MICHIGAN | \$8,231,036 | \$13,589,315 | \$0 | \$21,820,351 | (\$14,446,976) | \$7,373,375 |
| LANSING | \$45,755,929 | \$47,897,490 | \$6,827,430 | \$100,480,849 | (\$53,891,798) | \$46,589,051 |
| MACOMB | \$56,080,330 | \$57,912,235 | \$0 | \$113,992,565 | (\$74,504,684) | \$39,487,881 |
| MID MICHIGAN | \$11,403,409 | \$10,510,495 | \$797,540 | \$22,711,444 | (\$12,598,769) | \$10,112,675 |
| MONROE | \$10,410,473 | \$12,456,052 | \$0 | \$22,866,525 | (\$13,772,382) | \$9,094,143 |
| MONTCALM | \$4,811,461 | \$7,145,699 | \$178,462 | \$12,135,622 | (\$6,563,313) | \$5,572,309 |
| MOTT | \$27,021,653 | \$30,147,109 | \$601,790 | \$57,770,552 | (\$34,324,512) | \$23,446,040 |
| MUSKEGON | \$11,901,621 | \$13,546,616 | \$660,433 | \$26,108,670 | (\$14,124,241) | \$11,984,429 |
| NORTH CENTRAL | \$5,906,258 | \$7,407,553 | \$97,922 | \$13,411,733 | (\$8,244,510) | \$5,167,223 |
| NORTHWESTERN | \$10,472,727 | \$17,424,486 | \$710,348 | \$28,607,561 | (\$15,111,740) | \$13,495,821 |
| OAKLAND | \$57,887,833 | \$65,649,842 | \$0 | \$123,537,675 | (\$107,264,389) | \$16,273,286 |
| ST. CLAIR | \$11,623,831 | \$13,257,047 | \$1,873 | \$24,882,751 | (\$16,491,048) | \$8,391,703 |
| SCHOOLCRAFT | \$27,711,656 | \$32,661,662 | \$284,369 | \$60,657,687 | (\$42,312,933) | \$18,344,754 |
| SOUTHWESTERN | \$6,179,858 | \$8,751,393 | \$602,881 | \$15,534,132 | (\$7,534,921) | \$7,999,211 |
| WASHTENAW | \$32,509,277 | \$35,236,381 | \$381,026 | \$68,126,684 | (\$42,650,908) | \$25,475,776 |
| WAYNE COUNTY | \$41,538,541 | \$59,059,276 | \$0 | \$100,597,817 | (\$62,321,891) | \$38,275,926 |
| WEST SHORE | \$2,898,525 | \$5,471,490 | \$0 | \$8,370,015 | (\$5,228,808) | \$3,141,207 |
| STATE TOTAL | \$547,806,846 | \$636,965,542 | \$28,027,010 | \$1,212,799,398 | (\$755,156,524) | \$457,642,875 |