



CAPITAL OUTLAY PLAN FY2018 - FY2022

Updated November 1, 2016

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Introduction

For over 75 years, Henry Ford College (HFC) has been a leader in providing innovative education focused on student success. Located in Dearborn, Michigan, the school was originally named Fordson Junior College when it opened its doors in 1938. Later, the College adopted the name Dearborn Junior College in 1946. It became Henry Ford Community College in 1952, named after the Henry Ford Trade School which closed and whose assets were transferred to the Dearborn Public Schools Board of Education. In May 2014, the College was renamed Henry Ford College.

Henry Ford College is a comprehensive college providing both two and four year degrees. Educational opportunities for students include over 100 career and university transfer programs, pre-professional studies, associate's in science, associate's in applied science, and associate's in arts degrees, associate's in general studies, bachelor's in culinary arts, as well as certificates. The College website contains a complete listing of the over [100 academic programs](#) offered. During the 2014-2015 academic year, HFC served 20,201 students (unduplicated headcount) which is equivalent to 9,950 full-time students. The average age of HFC students is 26 and 36% attend full time.

Since its founding in 1938, HFC has been the gateway to higher education for thousands of students seeking affordable, high-quality post-secondary education. HFC is a comprehensive public college serving about 14,000 students each fall and winter semester in southeast Michigan. HFC is dedicated to preparing students for a rapidly changing world and workplace by offering more than 100 associate degree career and university transfer programs.

HFC offers high-quality, innovative programs to meet the educational and training needs of the region. Students prepare to transfer to a university or prepare to go directly to work. HFC also specializes in customized workforce development training for business and industry.

HFC offers classes on two campuses situated in Dearborn. HFC's Main Campus is located on the southwest corner of Ford Road and Evergreen, north of the University of Michigan-Dearborn campus. The East Campus is home to HFC's Michigan Technical Education Center (M-TEC) and the state-of-the-art Nursing facility.

In May 2013, Dr. Stan Jensen assumed the presidency of HFC. Under his leadership, he led the College out of a projected \$16 million budget deficit through various cost-savings measures, passed a millage, and re-focused efforts at the College on student success initiatives. HFC continues to be *Future Driven* and focused on contributing to the economic success of our students, the region, and the world.

I. MISSION STATEMENT

Mission

Henry Ford College transforms lives and builds better futures by providing outstanding education. As a student-centered, evidence-based college, our success is measured by the success of our students. We empower learners through the development of independent, critical and creative thinking, and we foster diversity, tolerance, understanding, and acceptance to prepare learners to succeed in a global society. We anticipate and respond to the needs of our stakeholders, exceed their expectations and serve the public good.

Vision First Choice... Best Choice...

Values

We have a PASSION for...

- teaching and learning;
- exploring diverse perspectives and ideas;
- creating a student-centered environment;
- transforming lives through continuous learning; and
- excellence in all that we do.

We demonstrate INTEGRITY through...

- accountability;
- responsible stewardship;
- ethical conduct;
- honest dialogue; and
- sustainable practices.

We promote INGENUITY by...

- being agile, flexible, and responsive;
- rewarding discovery, creativity, and innovation;
- collecting, evaluating, and acting on evidence;
- thinking critically; and
- continuously reimagining the future.

We show RESPECT for one another when we...

- collaborate and rely on teamwork;
- celebrate diversity and inclusiveness;
- maintain transparent practices;
- show compassion and empathy; and
- are engaged and committed to our shared work.

II. INSTRUCTIONAL PROGRAMMING

A. Describe existing academic programs and projected programming changes during the next five years, in so far as academic programs are affected by specific structural considerations

Programs being introduced in the next five years include Associate degrees and certificates in **welding, tool & die, transportation, distribution, and logistics, and mechatronics**. These program improvements require high tech classrooms and laboratories that are supported by a robust technological infrastructure. Henry Ford College is submitting a capital outlay project request for FY18 in order to continue development of major academic initiatives described below.

Henry Ford College Entrepreneur and Innovation Institute/ Technology Building Renovation and Addition

Project Purpose:

This project will transform the College's industrial and commercial technological education building by embedding innovation, entrepreneurship and small business skills development into lab spaces and educational programs by renovating and expanding the 51-year-old Henry Ford College Technology Building.

The physical renovation and expansion of the Technology Building will enable the College to meet the following outcomes:

1. **Job Creation, Talent Enhancement and Economic Growth.** The project provides spaces and opportunities to meet the needs of changing curricula, technology, student learning strategies and instructional modalities, and more comprehensively meet the training needs of regional industry and businesses through the Center for Innovation in Occupational Education
2. **Enhance the core academic mission of the College.** Providing space and equipment for students to create, prototype, develop, test and produce new products and business ideas related to their technological areas of study.
3. Converting low-utilization, single-function spaces into adaptable, integrated labs and classrooms to support student-led, instructor-assisted curricula for Automotive Technology and industry-like multi-disciplinary lab combining Precision Machining-CNC, CAD and Design Studios, and Welding Fabrication coordinated through the College's Center for Innovative Occupational Education.
4. Updating aging building and learning environments, including building systems, ensuring the physical space can support programmatic needs for the next 50 years.

Scope of the project:

This project includes renovation of 18,000 square feet of the HFC Technology Building to improve and reconfigure existing laboratories, including spaces not significantly updated in over 50 years.

Renovation will also address deferred maintenance on building systems operating well beyond their

useful life, including structure, envelope, HVAC, lighting, electrical and plumbing. This project will allow for continued renovations initiated in 2015 as part of the State of Michigan Community College Skilled Trades Equipment Grant (CCSTEP).

Proposed new construction totaling 24,000 square feet will create multidisciplinary labs, renovated automotive labs, and the business and entrepreneurial collaboration space needed to support changing programs and curricula, the regional demand for workforce training, and business & industry partnership initiatives. New construction will also improve building and program access and internal circulation and address the lack of breakout/collaborative work spaces critical for student success.

The **Center for Innovation in Occupational Education** was created in December 2012 to transform the College's technology education. This project is a priority for the College as evidenced by the significant investment in facility, equipment, and faculty over the past several years and the Board of Trustee's current strategic initiative of fully developing a facility to support a programmatically expanded Center for Innovative Manufacturing Education, with new laboratories, additional faculty, expanded and re-energized course offerings, and enhanced industry partnerships.

The Center provides competency based education across occupational programs. The programs and physical spaces that will be positively impacted by this project include:

1. **Transportation/Automotive Technology Program.** Working in partnership with the Ford Motor Company Service Division, the Ford ASSET program for training Ford Dealer technicians began at HFC in 1989-90 and is now provided in schools across the country through the Ford Motor Company. In 2016, the department expanded its Dynamometer labs to offer Dyno Technician certification in partnership with regional R&D Automotive Engineering firms. This project will provide additional vehicular lab space to continue support of this growing industry driven program.
2. **HFC Fabrication Lab.** The new Welding Program and Welding Lab and will join Precision Machining/CNC and Computer Aided Design (CAD) in one contiguous SuperLab space. This layout replicates many Design and Fabricate companies found throughout SE Michigan which allows students in programs such as CAD-CAM (Computer Aided Design-Computer Aided Manufacturing) to work and study as they do in industry.
3. **Product Development Center (Fab Lab/Maker Space).** The new Product Development Center will oversee the "Fab Lab" also known as "Maker Space". This space will be a point of entry for current and future advanced technology students, and a work space for tech program students and faculty. The Product Development Center will also provide entrepreneurship skills training in the 21st Century; having both areas in one center will create a more holistic approach to both engineering and entrepreneurial skills development.
4. **Entrepreneurship and Business Skills Center.** This Center will occupy space adjoining multiple HFC Technology Labs. The future Small Business Management & Entrepreneurship Certificate will prepare students that are contemplating starting their own business, or who want to improve a business they currently own and operate. The Center will focus on business development strategies and product refinement, and will provide new and existing entrepreneurs with sound foundation skills in business success including: accounting and finance, customer service, marketing, management and Entrepreneurial Networking in the 21st Century.
5. **Improved Learning Spaces in the Technology Building.** Complete renovations of nine existing classrooms/instructional labs to improve flexibility and connectivity to new and improved hands-on lab environments.

Program Focus of Occupants:

The Center will support over 3,000 students at the College annually, including those in the 18 programs of Industrial Technology, programs in Information Technology and Computer Information Systems, secondary education students pursuing education in the field of manufacturing, and hundreds of students in Industrial Technology and CIS programs that are employees from business and industry.

This program will enable technology and occupational education students to enhance their technological program skills as well as develop product and service ideas for business and industry. New course and certificate program learning outcomes will include: competencies of a successful entrepreneur, prototyping and rapid prototyping skills, developing and understanding intellectual property laws and business practices, 21st century business leadership skills, product production analyses, pitching a business to partners, investors and funding, sales and marketing skills, and business sustainability skills.

Technology-rich labs and learning environments will support the modular competency-based curricula. In these labs students develop the middle-level job entry skills or skills in advanced technology and business essential for the economy. By having access to education through the Open Labs, and working on projects defined by industry, students will have the tools essential for integrating new learning practices so that they become self-directed learners who are able to achieve their personal and professional goals as well as contribute directly to economic development.

1. How does the project enhance the core academic and/or research mission of the institution?

The core academic mission of Henry Ford College is to provide occupational and transfer education opportunities to our community. Industrial Technology puts this into practice for advanced technological education through its mission that states:

The Industrial Technology Division ... provides educational experiences to plan, build, fabricate, and maintain the designed world. It offers instruction through hands-on interactive learning, utilizing the most relevant technologies found in working environments. We aspire to develop the mastery of skills that will supply business and industry with competent professionals for a future-driven technological society.

The project will provide critical elements for enhanced student success and mastery of real world skills through the development of strategic spaces that fit the industry-driven, hands-on, project based approach to learning. These “Strategic Spaces” help students to:

- Take short, project intensive courses that assure skills mastery and create the foundation for further skills development and greater topical knowledge
- Give students “real world” projects and problems that immediately transfer and apply to the world of work
- Utilize industry defined equipment and other advanced simulation-based learning tools
- Create the opportunity for students to leverage the skills mastered and certifications achieved towards jobs and the creation of new businesses
- Develop student confidence and their technological areas of expertise that can be recognized by business and industry

The Integrated Manufacturing Systems Troubleshooting Lab is an excellent example of this in action. Students in the Multi-Skilled Manufacturing Maintenance associate’s degree program work on a complex sequential manufacturing system that was developed through a collaboration with General Motors, Toyota, Ford Motor Company, BMW and Nissan Motors. It is known as the AMTEC Integrated Manufacturing System “AIMS”, and it requires the College lab to have 480V power to run the equipment and its industrial controls based Electrical Cabinet. Students must participate in “ARC FLASH” training prior to entering the lab and having access to the equipment. This system replicates the core elements of sequence-based automated manufacturing, and students are given progressively more complex problems or “faults” as projects from their first course to their last in the program. Troubleshooting systems is universally identified by manufacturers as their Number 1 goal for maintenance employees, and with this lab tool and curricula students are able to troubleshoot and repair over 80% of the common faults that stop manufacturing systems. Employers give universal praise regarding this instructional innovation, and many request we identify more of these students for their businesses.

Bringing New Product Development and Technology Skill Development Under One Roof

In looking at the rapid rate of new product development and business start-ups today, it is evident that there are many rich opportunities and synergies when technology and entrepreneurship intersect. Public educational institutions must help accelerate these successful start-ups, and create greater access to the skills necessary for business development to wider and wider segments of our communities. More and more, higher education is becoming a springboard for new product and business development. This educational service is known as Technology Transfer. Initiatives such as Wayne State University’s “Tech Town” in Detroit’s Midtown is an example of university-based technology transfer. This project will expand technology transfer capabilities to institutions of applied learning like HFC and other community colleges who may be able to replicate the model. Schools with the ability to support Technology Transfer and Business Start-Ups encourage the creation of new product ideas, the development of business analysis and start-up skills, and refinement of the

personal vision of the student-entrepreneurs. As students achieve certifications in our IT, Welding, CAD, HVAC, Precision Manufacturing, Electrical Technology or Dyno programs, their potential to envision a future that includes their own business can emerge.

A few examples of the new products and businesses envisioned by students already include modularized bicycle manufacturing developed in the fabrication capstone projects of the Welding program, Human Machine Interface (HMI) Integration Kits for manufacturing systems in the Multi-Skilled Manufacturing Maintenance program, Automotive and HVAC Technicians as Start-Up service businesses, and 3D product designs for automotive applications in the Design and CAD program.

This project will generate an “Applied Entrepreneur’s” Library of Skillsets and Templates based upon real business tools developed by successful enterprises that “*plan, build, fabricate and maintain the designed world.*” These skills will become the competencies necessary to envision, implement and evaluate each student’s own products, services and business ideas. The best ideas can then become business start-ups, which are practical real-world applications of student learning. These experiences will challenge students in ways that help them accelerate their maturity development, which is necessary for successful completion of an Occupational Associate’s Degree or Transfer to another Educational Institution for completion of a Bachelor’s Degree.

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

This project will continue the renovation and repurposing of the Technology Building as indicated in the [2015 Campus Master Plan](#), updating it to meet the interdisciplinary needs of college programs.

Henry Ford College has significantly invested in this facility and programs as its part of matching the [State of Michigan Skilled Trades Equipment Grant](#). The College committed \$1.2 million as a direct match to the grant to address renovation of the Technology Building space to accommodate the \$4.5 million of equipment for use in advanced manufacturing, mechatronic, and automotive engine testing programs. The State has recently increased the original equipment grant funds by an additional \$480,000 which will increase the equipment purchase to \$5 million. To date, the local direct match for the equipment project is over \$1.5 million. In addition to the direct expense match for the grant, an additional \$1.1 million of indirect cost expenditures were committed to the grant which results in a commitment by Henry Ford College of \$2.6 million in this building and its programs.

The College also recently spent over \$480,000 to renovate the welding lab. The renovation includes space/station upgrades, new exhaust and air handling capabilities, and space upgrades to conduct demonstration areas as well as areas for hands-on instruction and training. Major welding equipment was also replaced with 18 multi-purpose welding booths and the development of welding fabrication work areas. The project based learning strategies, expected to be more materials intensive, have turned out to significantly reduce scrap generation and therefore materials consumption by 15%. This is due to the increase in student awareness of their project work and therefore material use.

Many of the labs and classrooms in the existing Technology Building, whether in the original 1965 wing or the 1996 addition, were designed for a single use, a single skill, curriculum that is now outdated, and technologies that have changed dramatically over the last 50 years.

- Classroom renovations will create learning environments that meet the needs of a 21st century curriculum, with updated furniture, technology and better integration with adjacent lab spaces.
- To support the goals of the Henry Ford College Entrepreneur and Innovation Institute/ Technology Building Renovation and Addition, renovations to existing offices and construction of a center for entrepreneurial support and development will transform outdated offices into a collaborative hub to better connect students, faculty and employers.

- The new Automotive Lab will connect to the existing, undersized high-bay automotive service lab, and engine testing areas. This will significantly improve the usability of the existing automotive lab, and provide students in the industry-driven growing programs improved access to recently updated equipment and tool resources. The connected spaces will better simulate the students' future working environments and meet the training needs of the region's automotive dealerships and automotive R & D firms.
- The new Fabrication Lab will connect the existing welding/materials lab, machine tool/CNC manufacturing lab and CAD and Design Studios, transforming these individual spaces into an integrated center for product development, fabrication and manufacturing. Adjacent classrooms and breakout spaces will provide space for mentorship and quick problem solving.

The 2015 Facility Condition Assessment determined the Technology Building has a current replacement value of approximately \$50,000,000 and a 5-year projected deferred maintenance backlog of over \$8,000,000, the majority related to HVAC, electrical and lighting. To reduce maintenance costs, this project will address a portion of the HVAC, electrical, lighting, hardware and finishes identified as due for upgrade or replacement. While many of these systems are at the end of their expected life, the building infrastructure is capable of supporting the improvements with minimal challenge.

B. The unique characteristics of HFC's academic mission include:

- **Over 100 associate degree programs and forty-five certificate programs** in career and technical fields.
- **Seventeen areas of study and nineteen associate degree** programs to serve the needs of transfer students.
- HFC has launched two new **early college/dual credit academies** in cooperation with Ford Motor Company. The first is a collaboration with the Downriver Career and Technology Consortium and Ford Motor Company's Flat Rock Assembly Plant. The second is our second on campus Henry Ford Early College – Advanced Manufacturing in collaboration with Dearborn Public Schools and Ford Motor Company's Next Generation Learning initiative.
- HFC has established partnerships through the **Biotechnology Program** that include internships in biotechnology laboratories that are required for students in our Biotechnology AAS Program; HFC has many partnerships with regional employers, including Enzo Life Sciences, NSF International, and Wayne State University.
- In addition, HFC has become the first **Project Lead the Way** community college in the State of Michigan and is pursuing an Engineering Academy with Dearborn Public Schools. These programs are built on a strong dual enrollment relationship with our local school district.
- A strong connection to **over thirty local school districts**. Dual enrollment and career exploration opportunities are available to high school students to help prepare them for post-secondary education and the world of work including the Henry Ford Early College and Collegiate Academy.
- **Articulation agreements** with Chamberlain University, Chancellor University, College for Creative Studies, Eastern Michigan University, Ferris State University,

Madonna University, Siena Heights College, University of Michigan-Ann Arbor, University of Michigan-Dearborn, and Wayne State University ensure transfer students experience a seamless transition to these colleges and universities.

- A **University Center** including partnerships with Eastern Michigan University, Madonna University, Siena Heights and development of three additional partners to offer four year degrees on the HFC campus.
- **Workforce development training** including customized on-site training for many regional companies at the Ford Michigan Assembly Plant and Severstal North America. Working with a consortium of colleges, HFC assisted with the development of the **AMTEC training program for auto**.
- Most recently, HFC was awarded a **Department of Labor grant** to develop a new learning paradigm that integrates competency-based learning into training and educational modules to enhance employee training programs for companies and colleges.
- The College is in its third year in collaboration with the **Detroit Scholarship Fund (DSF)**, putting in place retention and success initiatives that encourage completion among HFC students who are DSF recipients.
- The Office of **Military and Veterans Services** offers assistance to help veterans as well as active military and their families enroll and succeed at HFC.
- **Assisted Learning Services** provides accommodations to students with disabilities through a number of support services. A Center for Teaching Excellence and Innovation for teacher development.
- HFC's radio station, **WHFR 89.3**, provides a real-world lab experience in telecommunication for HFCC students, to serve the needs of Dearborn and the surrounding communities.
- An **English Language Institute** that offers intensive preparation in English for English Language Learners, allowing them to move directly into college-level academic programs.
- An innovative, cutting-edge **developmental education program**, with a robust Learning Lab dedicated to student success, to develop the essential reading, writing, and quantitative literacy skills of students.
- A **Center for Teaching Excellence and Innovation** for teacher development.
- **Community engagement** including plays and concerts, hosting fund-raising activities for scholarships, open lecture and film series, conference and convention facilities, and dining facilities.

C. Identify other initiatives which may impact facilities usage

Stemming from the HFC Strategic Plan, the following objectives will impact facilities usage:

1. Develop new and revise existing programs to meet the expectations of the workforce including flexible, **innovative manufacturing education environments**.
2. Expand HFC degrees to include a **Baccalaureate Degrees** as opportunities become available (e.g. BA Nursing).

3. Create and expand local, regional, national and international partnerships and collaborations with business, governmental, non-profit, and educational institutions to create a **global institution**.
4. Develop and deliver **technology** training based on the assessed needs of students, faculty, and staff.
5. Ensure that the College's physical facilities, equipment, and technological **infrastructure** support fulfillment of the College's mission.
6. Promote **sustainability** and environmentally sound policy in facilities resource planning.
7. Obtained a \$4.8 million equipment grant from the State of Michigan which includes a \$1.5 million facility renovation investment to accommodate the equipment for program delivery.

D. Demonstrate economic development impact of current/future programs

The 2015 study conducted by Economic Modeling Specialists, Intl., Figure 1, provides data strongly supporting the fact that the College has a significant impact in promoting economic development, enhancing students' careers, and improving quality of life.

Fact Sheet

Demonstrating the Economic Value of Henry Ford College

July 2015

Henry Ford College (HFC) creates a significant positive impact on the business community and generates a return on investment to its major stakeholder groups — students, society, and taxpayers. Using a two-pronged approach that involves an economic impact analysis and an investment analysis, this study calculates the benefits to each of these groups. Results of the analysis reflect Fiscal Year (FY) 2013-14.

Income created by HFC in FY 2013-14 (Added income)

<p>\$110.3 million Operations spending impact</p>
<p>\$1.9 million Impact of student spending</p>
<p>\$712.7 million Alumni impact</p>
<p>\$825 million Total impact</p>

Impact on Business Community

During the analysis year, HFC and its students added **\$825 million** in income to the HFC Service Area economy, approximately equal to 0.6% of the Gross Regional Product.

The economic impacts of HFC break down as follows:

Operations spending impact

- HFC employed 1,154 full-time and part-time employees in FY 2013-14. Payroll amounted to **\$73 million**, much of which was spent in the HFC Service Area to purchase groceries, clothing, and other household goods and services. The college spent another **\$49.2 million** to support its day-to-day operations.
- The net impact of college payroll and expenses in the HFC Service Area during the analysis year was approximately **\$110.3 million** in added income.

Impact of student spending

- Around 4% of students attending HFC originated from outside the region. Some of these students relocated to the HFC Service Area and spent money on groceries, transportation, rent, and so on at regional businesses.
- The expenditures of students who relocated to the region during the analysis year added approximately **\$1.9 million** in income to the economy.

Alumni impact

- Over the years, students have studied at HFC and entered or re-entered the workforce with newly-acquired skills. Today, thousands of these former students are employed in the HFC Service Area.
- The accumulated contribution of former students currently employed in the regional workforce amounted to **\$712.7 million** in added income during the analysis year.

Job equivalents based on income

Job equivalents represent full- and part-time jobs that would not have occurred in the region without the college. They are calculated by jobs to sales ratios specific to each industry. Based on the added income created by HFC, the job equivalents are as follows:

Operations spending impact = 1,600 job equivalents

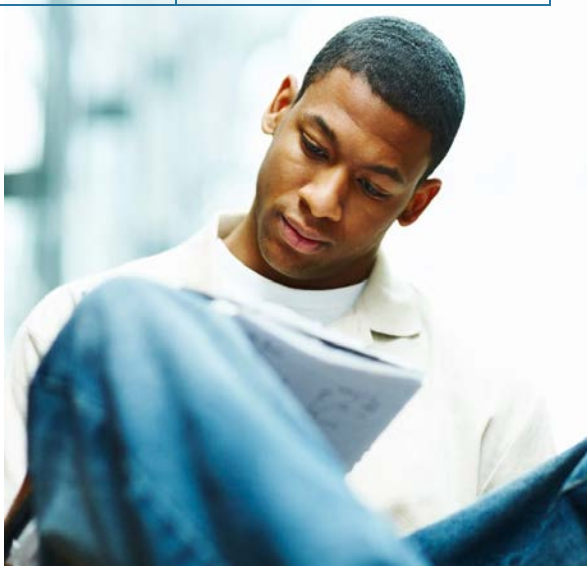
Impact of student spending = 60 job equivalents

Alumni impact = 11,275 job equivalents

Overall, the added income created by HFC and its students supported 12,935 job equivalents.

For every \$1 spent by...

Students	<p>\$3.40</p> <p>Gained in lifetime income for STUDENTS</p>
Society	<p>\$9.30</p> <p>Gained in added state income and social savings for SOCIETY</p>
Taxpayers	<p>\$6.10</p> <p>Gained in added taxes and public sector savings for TAXPAYERS</p>



Return on investment to students, society, and taxpayers

Student perspective

- HFC's 2013-14 students paid a total of **\$27 million** to cover the cost of tuition, fees, books, and supplies. They also forwent \$136.6 million in money that they would have earned had they been working instead of learning.
- In return for the monies invested in the college, students will receive a present value of **\$557.8 million** in increased earnings over their working lives. This translates to a return of **\$3.40** in higher future income for every \$1 that students invest in their education. The average annual return for students is **13.9%**.

Social perspective

- Society as a whole in Michigan will receive a present value of **\$2.5 billion** in added state income over the course of the students' working lives. Society will also benefit from **\$37.2 million** in present value social savings related to reduced crime, lower unemployment, and increased health and well-being across the state.
- For every dollar that society spent on HFC educations during the analysis year, society will receive a cumulative value of **\$9.30** in benefits, for as long as the 2013-14 student population at HFC remains active in the state workforce.

Taxpayer perspective

- In FY 2013-14, state and local taxpayers in Michigan paid **\$39 million** to support the operations of HFC. The net present value of the added tax revenue stemming from the students' higher lifetime incomes and the increased output of businesses amounts to **\$227.8 million** in benefits to taxpayers. Savings to the public sector add another **\$10.3 million** in benefits due to a reduced demand for government-funded services in Michigan.
- Dividing benefits to taxpayers by the associated costs yields a **6.1** benefit-cost ratio, i.e., every \$1 in costs returns \$6.10 in benefits. The average annual return on investment for taxpayers is **21.9%**.

III. STAFFING AND ENROLLMENT

A. Describe current full and part-time student enrollment levels by academic program and define how the programs is accessed by the student

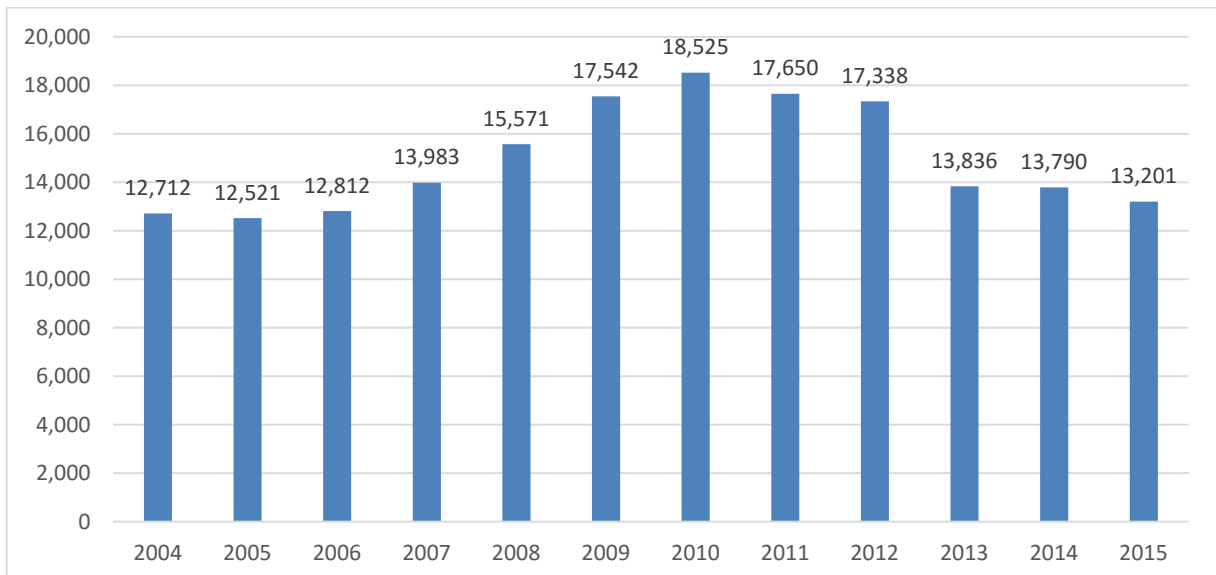
In-district enrollments (serving the City of Dearborn and parts of Dearborn Heights) comprise approximately 29% of the unduplicated headcount. Out-of- district enrollments represent approximately 71% of overall enrollment.

The majority of academic programs are accessed through on-campus instruction at the main campus. The nursing program is located at the East Campus. On-line courses have increased and account for approximately 10% of sections offered. Training programs for business and industry are provided either at the worksite or at the M-TEC.

B. Enrollment Patterns over the last five years & projected enrollment pattern for the next five years

Enrollment trends state-wide in community colleges showed increases from 2008 through 2010. HFC had been fortunate to participate in this upward trend and served 18,525 students in the **Fall semester** of 2010. From the start of the growth period, 2005, through fall of 2010, students increased from 12,521 to 18,525 for an increase of 24%. Since that time, enrollment has declined consistent with the inverse relationship enrollment has with the rebound of the national economy. Table 1 below illustrates Fall HFC enrollment over the period of 2004 – 2015.

TABLE 1
HFC FALL ENROLLMENT, 2004-2015
AS REPORTED TO IPEDS



HFC is breaking new ground in meeting the needs of students in terms of customer satisfaction as well as degree completion. Agreements with transfer colleges and universities, training and retraining programs, and an emphasis on distance education will be a few of the strategies used to grow and create new programs and services. Programs will be made more accessible by offering more flexible scheduling of classes, including weekend College programs, and by offering more courses and ultimately programs on-line.

Despite the expected decline in enrollment due to the strength of the economy, HFC is making significant efforts to mitigate the decrease by increasing marketing and recruitment efforts, including international and global relationships which will increase enrollment, and revising policies and procedures to enhance the student experience at HFC. For example, in the fall of 2014, a **course offering guarantee** was instituted such that sections advertised in the course offerings schedule will be guaranteed to run.

An emphasis on recruitment and retention efforts will remain strong and environmental scanning efforts will ensure that the College continues to offer programs that meet the needs of students and the community.

C. Provide instructional staff/student and administrative staff/student ratios for major academic programs

In the nursing program, the faculty to student ratio is about 1:26 and the administrative staff to student ratio is about 1:176. For the health careers programs, the faculty to student ratio is about 1:28 and the administrative staff to student ratio is about 1:140. In the computer information systems program, the faculty to student ratio is about 1:25 and the administrative staff to student ratio is about 1:166.

D. Project future staffing needs based on five year enrollment estimates and future programming

Based on enrollment projections, it is estimated that the total number of adjunct faculty will shrink as the total number of sections declines in certain area. However, with the addition of new programs, it will be necessary to continue to attract highly qualified full-time faculty in high demand areas including culinary arts, manufacturing and health careers.

E. Identify current average class size and projected average class size based on institution's mission and planned programmatic needs

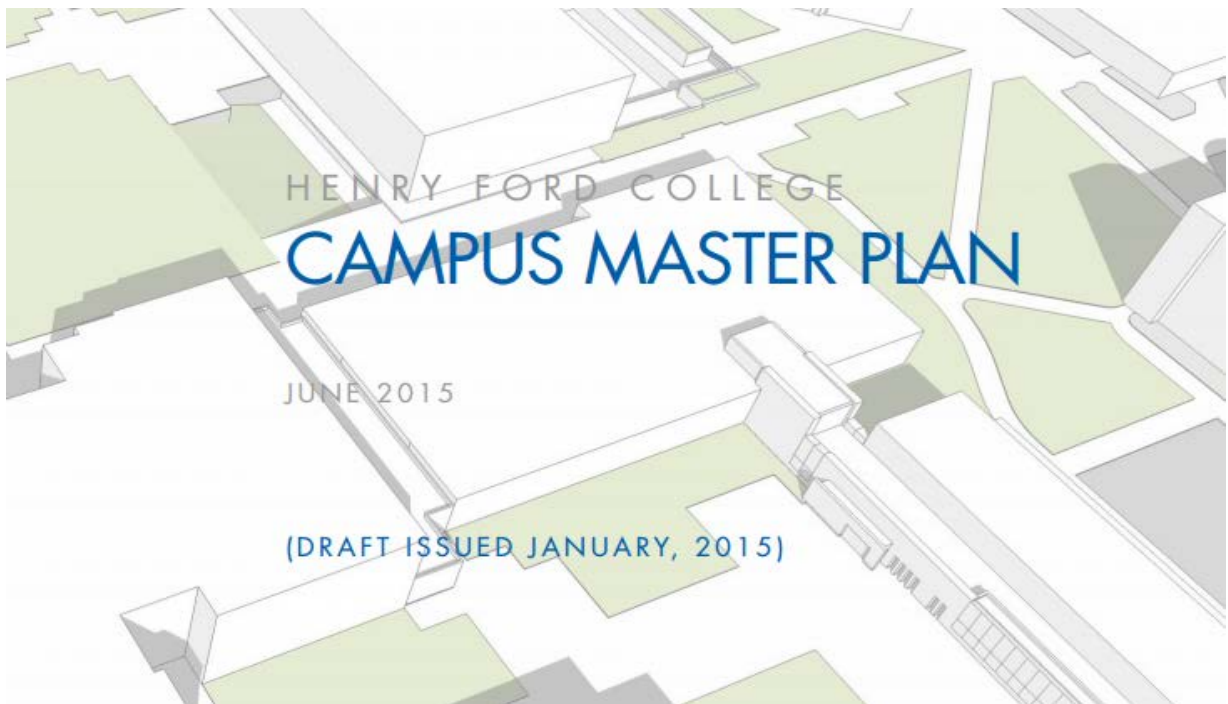
It is the policy of the College that the minimum class size is fifteen students. The average class size is twenty-six students. This, of course, varies according to the nature of the program or type of course. For example, it is appropriate that certain types of general education courses seat thirty students per section. However, more difficult courses or technical courses that require particular labs are appropriately run with fewer students. At times, a class of less than fifteen students is offered if a group of students need a course during a particular semester in order to graduate.

No change is projected to this policy or average class size. It is the mission of the community college, in general, and Henry Ford College, in particular, to offer small class sizes. This aspect differentiates the community college from the four year university where a class size of 100 is not unusual. Henry Ford College students are provided more individual attention from faculty and support services.

IV. Facility Assessment

A professionally developed comprehensive facilities assessment is required.

Henry Ford College engaged Stantec, Inc. (formerly SHW) to facilitate the Master Facilities Planning process which included a facility assessment, utilization plan, and updated master plan. This initiative supports HFC's mission and [strategic plan](#) by ensuring the College provides an outstanding environment in which to deliver high-quality academic programs.

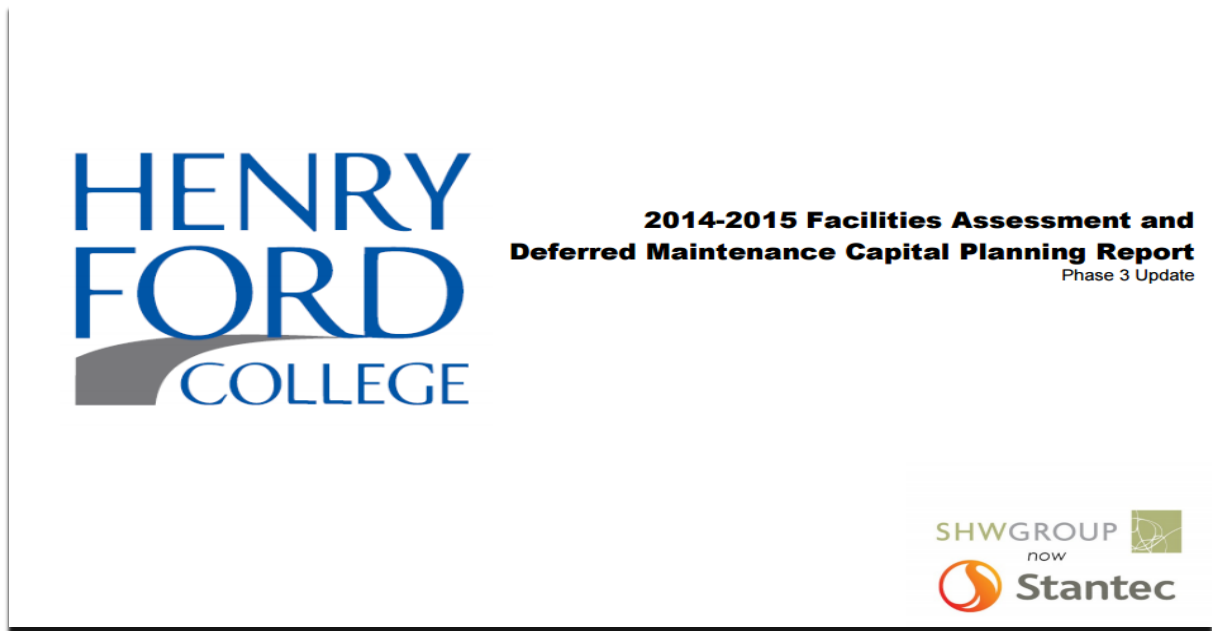


[HENRY FORD COLLEGE CAMPUS MASTER PLAN 2015](#)

COMPREHENSIVE FACILITY ASSESSMENT:

Click on the link or report icon below to review the comprehensive facility assessment in accordance with categories outlined in “net-to-gross ratio guidelines for various building types,” DMB-Office of Design and Construction Major Project Design Manual, appendix 7.

[2014-2015 FACILITIES ASSESSMENT & DEFERRED MAINTENANCE CAPITAL PLANNING REPORT](#)



The HFC Facilities Assessment of over 750,000 square feet and 206,000,000 replacement value has yielded a Facility Condition Index (FCI) of **POOR (FCI > 10%)** with respect to **Priority 1-3**. That is, the total value of projects that will require attention within the next five years including those that require immediate attention in order to maintain facilities and related infrastructure for safe use. The buildings identified as having significant issues include the Library, Bookstore, and the Technology. Liberal Arts, and Physical Fitness buildings.

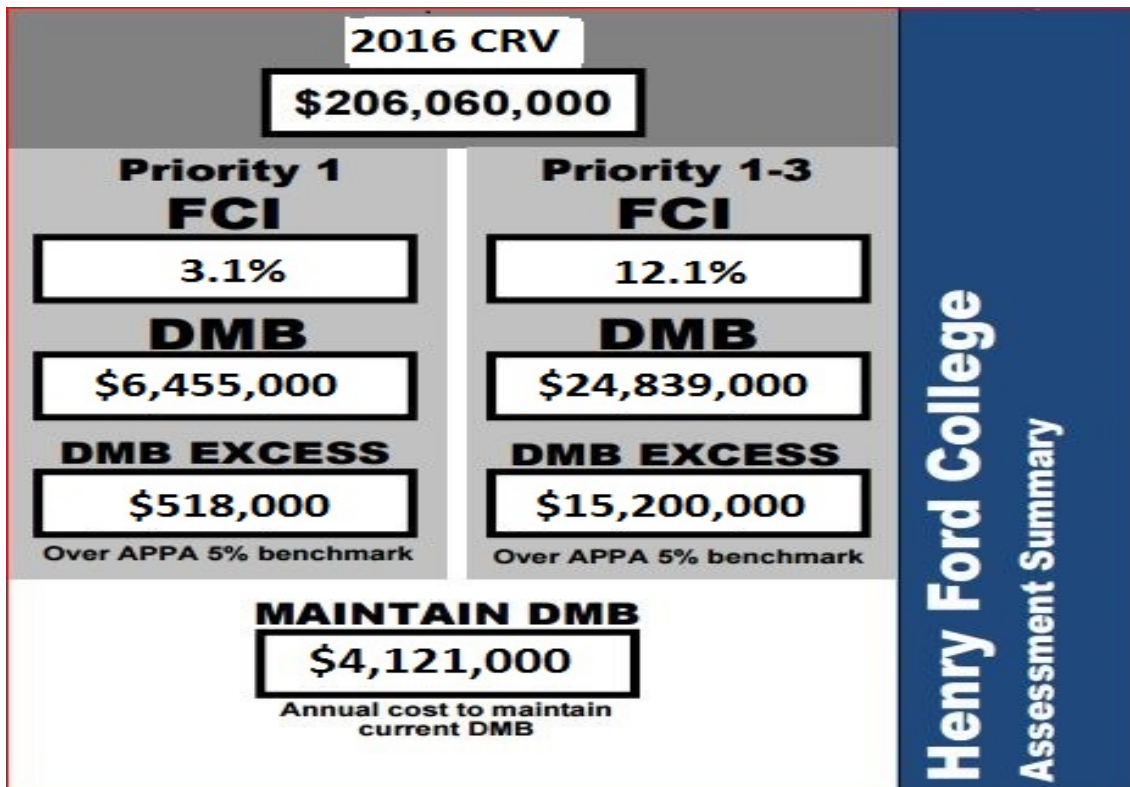
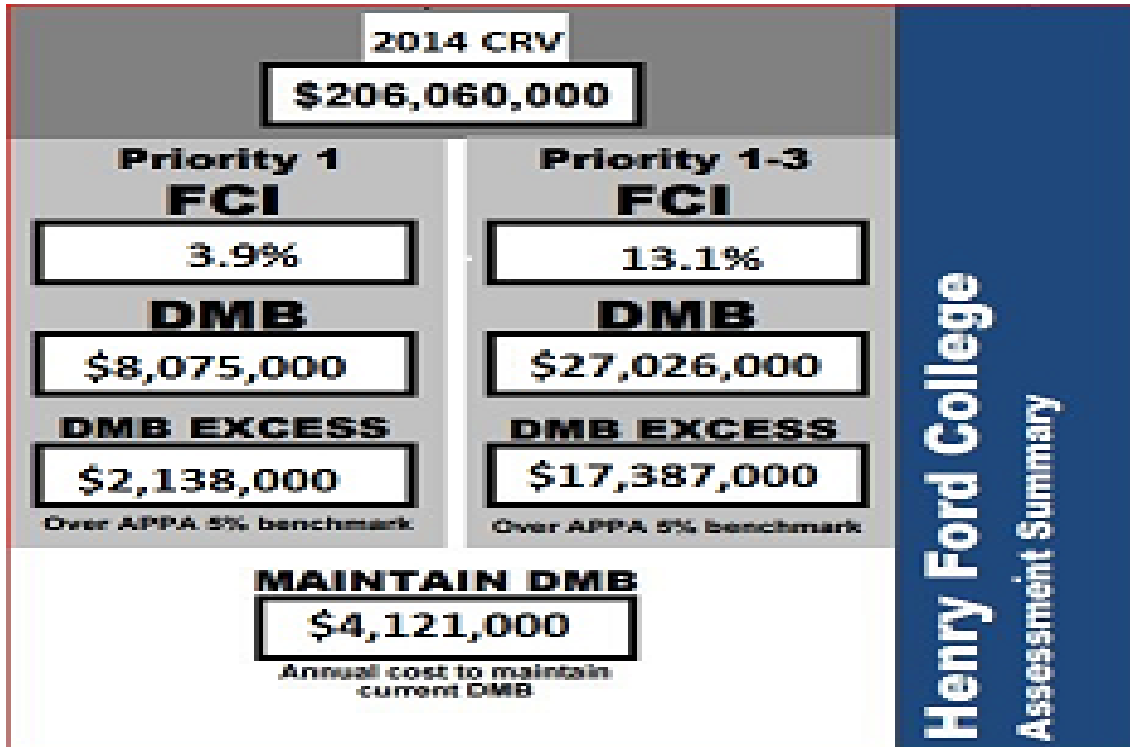
Major progress has been made in addressing the maintenance issues of the buildings since 2014. Appendix E identifies some of the specific priority repairs required while Appendix G identifies outstanding priority projects for priority one at \$8,074,900 for 2014 while Appendix H identifies priority 1 outstanding projects at \$6,455,450 at the end of 2016.

HFC BUILDING CONDITION



KEY	
Green	FCI < 5% Good
Orange	FCI 5% - 10% Fair
Red	FCI > 10% Poor
Grey	To Be Assessed

The Current Replacement Value (**CRV** is the cost to construct a replacement building in today's dollars), the Deferred Maintenance Backlog (**DMB**), and the Facility Condition Index (**FCI**) (**DMB/CRV**) is shown below for 2014 while the 2016 information follows:



CLASSROOM UTILIZATION

Detailed information regarding classroom utilization can be found on pages 52-54 of the [Master Plan](#).

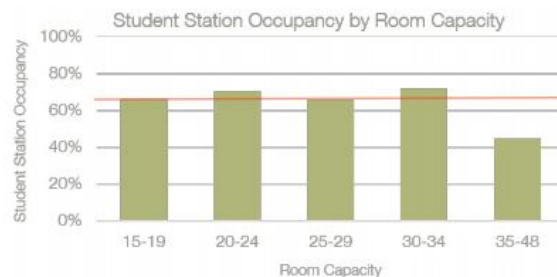
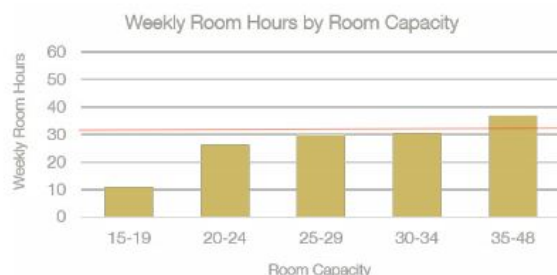
CLASSROOM UTILIZATION

Of the 120 classrooms on campus, the majority are located in the Liberal Arts building. Built in 1963, this building is generally perceived to be in poor condition and badly in need of infrastructure, finish and layout improvements. Of the classroom spaces on campus, those located in the Liberal Arts building are on average undersized, coming in at 21 Assignable Square Feet per Student Station (ASF/SS), as compared to the target of 22-48 ASF/SS.

Building	Number of Rooms	Total Area	Average ASF/SS	Average Weekly Seat Hours	Average Weekly Room Hours	Student Station Occupancy
ATHL	2	2,015	47	27.7	32	82%
FA	8	5,350	31	19.8	22	90%
HCEC	21	18,072	26	20.5	30	67%
LA	57	35,167	21	22.8	32	73%
IRC	1	712	40	27.8	38	74%
SC	2	1,785	43	11.3	25	42%
SCI	7	7,678	26	15.7	36	48%
TECH	22	16,705	32	10.9	19	59%
Total	120	87,483	26	19.6	29	69%

Classrooms included in this study averaged 29 Weekly Room Hours across the campus, with an average Student Station Occupancy of 69%. Classrooms with smaller capacity are used less frequently during the week, but have a higher occupancy rate when they are scheduled. The larger rooms were used more frequently, but with a lower occupancy rate. These averages are not too far off from the target Weekly Room Hours of 32 and Student Station Occupancy of 65%.

Additionally, with an average 26 Assignable Square Feet per Student Station (ASF/SS), HFC is well within the target range of 22-48 ASF/SS, although at the low end of that range. This wide range allows for different types of classrooms with different furniture needs and set ups, with the smaller end of the range being appropriate for lecture halls with fixed seating, and the larger end being geared towards flexible classrooms with movable furniture.



1. Mandated facility standards for specific programs, where applicable (i.e. federal/industry standards for laboratory, animal, or agricultural research facilities, hospitals, use of industrial machinery, etc.)

In the science program, laboratories must meet standards set by the Department of Transportation (chemical labeling), OSHA (workplace safety) and the EPA (chemical disposal). Chemicals are handled according to prudent practices for academic chemical laboratories, with emphasis on pertinent local, state, and federal regulations. All faculty go through yearly lab safety training.

The Science Division has a part-time chemical lab technician who is in charge of chemical inventories and lab safety. Standardized inventory and labeling have been implemented to comply with workplace safety and chemical labeling regulations.

The technology programs that teach the use of industrial machinery follow OSHA regulations such as those requiring personal protective equipment, machine guards, and designation of operator areas.

2. **Functionality of existing structures and space allocation to program areas served**

Programs being introduced in the next five years include Associate degrees and certificates in **welding, tool & die, transportation, distribution, and logistics, and mechatronics**. These program improvements require high tech classrooms and laboratories that are supported by a robust technological infrastructure. Henry Ford College is submitting a capital outlay project request for FY2018 in order to continue development of major academic initiatives described below.

3. **Replacement value of existing facilities (insured value of structure to the extent available)**

A report provided by R. A. Schettler, Inc., listing the Replacement Value New and the Sound or Depreciated Value of all buildings at HFC (dated 12/2011) and is included in Appendix C. Building age and size data is included in Appendix D.

4. **Utility system condition (i.e., heating, ventilation, and air conditioning (HVAC), water and sewage, electrical, etc.)**

The current systems provide sufficient heating, cooling, ventilation, and other utilities to meet occupant needs under most operating conditions. However, the Facilities Assessment and Deferred Maintenance Capital Planning Report has identified **major issues in life expectancy and potential immediate system failures**.

See [Facilities Assessment & Deferred Maintenance Capital Planning Report](#).

5. **Facility infrastructure condition (i.e., roads, bridges, parking structures, lots, etc.)**

The College has completed the redesign and reconstruction of all parking lots at the Evergreen site. This includes a new storm water improvement system that significantly benefits the Rouge River which receives storm water runoff. Additional investment in 2014, 2015 and 2016 was made in sealing and preventative maintenance of the parking lots of both the Main and East Campuses. Extensive upgrades and repairs of concrete walkways were made in 2014 and 2015 at both Main and East Campus. Roof replacements were also completed. Included in Appendix E is the listing of building repair priorities.

6. **Adequacy of existing utilities and infrastructure systems to current and five-year projected programmatic needs**

The electrical system at the Evergreen site includes many components that—after more than forty years of use—have exceeded their useful life. A plan was developed to replace much of this infrastructure and to convert from 4800-Volt to

13.2 Kilovolt feeders as recommended by the local electricity provider. The electrical project related to the North Loop feeder is in process. 100% of the North Feeder loop has been upgrade to 12.2 kva was completed with an additional section covering the Facilities Building and Powerhouse.

The College commissioned a study to evaluate the central boiler plan. Options are being analyzed to replace burners, upgrade the piping system, and install heat recovery for the boiler stacks. Commission testing of the boilers will ascertain remaining useful life.

7. Does the institution have an enterprise-wide energy plan? What are its goals? Have energy audits been completed on all facilities, if not what is the plan/timetable for completing such audits?

There is opportunity for improvement in the area of energy use/efficiency. A subcommittee comprised of facility personnel as well as faculty in the Energy Technology Program has been formed to investigate the potential for savings under performance management contracting.

Where appropriate, and as funds become available, energy audits of several buildings will be completed when possible to assist in identifying opportunities for future savings.

Also, the College is developing a request for proposal (RFP) to develop a comprehensive energy savings plans for the campus. The RFP stipulates that a master energy plan define building and system improvements that would yield a payback of less than 7 years.

The College's enterprise-wide energy plan depends largely on the age of the building and the details of their particular heating/cooling systems as follows:

- Construction/renovation to current energy code standards. This applies to the renovated science building (2011) as well as the new addition to the Science Center (2012), the Welcome Center (2012), and the School of Nursing (2009).
- Retro-commissioning of relatively new buildings with modern controls as funds become available. These include the Heath Careers Education Center (1999) and the M-TEC building (1999).
- Retro-fitting of temperature controls for the Administrative Services and Conference Center (1979) as funds become available.
- Major renovation of older buildings including complete renovation of mechanical systems as is being considered for the liberal arts building (1960).
- Renovations of buildings and rooms include the use of low energy LED lighting systems and occupancy sensors.

The main campus central heating and cooling plants are given special attention

with regard to energy consumption. Capital requests are being considered for replacement of a 25-year old central chiller and a 52-year old central boiler with a more efficient and flexible modern units. The chiller replacement plan includes replacing the 1960s era cooling tower with a modern, energy efficient cooling tower.

The buildings and grounds staff are dedicated to managing the mechanical systems with an eye to saving energy as much as possible. We retain a temperature control firm who provides us with regular services to maintain our Building Management System and assist us with technical support as we improve the system.

8. Identify Land owned by the institution, and include a determination of whether capacity exists for future development, additional acquisitions are needed to meet future demands, or surplus land can be conveyed for a different purpose

Included in Appendix F is a map of the main campus of the College. The southern property line is shared with University of Michigan-Dearborn and the Gabriel Richard Campus Ministry Center. The eastern border flanks Evergreen Road and provides the major vehicular entry points to the campus roadway systems and parking facilities. Immediately east of Evergreen Road is land owned by the Ford Motor Land Development Corporation, the Fairlane Town Center, and Fairlane Meadows. The western facilities boundary is created by the Rouge River watershed, controlled under the jurisdiction of Wayne County. The northern property line is Ford Road (M-153).

Despite these space limitations, it is considered important to protect and preserve as much open space as possible, particularly space adjacent to buildings and building additions.

At this time, it is determined that additional acquisitions are not needed to meet the need of future demands.

9. What portions of existing buildings, if any, are currently obligated to the State Building Authority and when these State Building Authority leases are set to expire

Student and Culinary Arts Center

2028

V. IMPLEMENTATION PLAN

The Five-Year Capital Outlay Plan should identify the schedule by which the institution proposes to address major capital deficiencies, and:

1. **Prioritize major capital projects requested from the State, including a brief project description and estimated cost, in the format provided.**

Based on the assessments described above, Henry Ford College has established the following projects which are listed in priority order:

- a. **Technology Building:** **The Center for Innovative Manufacturing Education (CIMed)**
- b. **Library:** **Student Success Center**

Detailed descriptions of the projects listed above are included in Appendix A and B to this document.

2. **If applicable, provide an estimate relative to the institution's current deferred maintenance backlog. Define the impact of addressing deferred maintenance and structural repairs, including programmatic impact, immediately versus over the next five years**

The [2014-2015 Facilities Assessment and Deferred Maintenance Capital Planning Report](#) includes facilities issues according to their impact on health and safety, accessibility, code compliance, potential for stopping further deterioration of facilities, and impact on the learning environment.

Due to the severity of the infrastructure failings, the College continues to budget as much as possible to address these issues on an annual basis.

The findings of the **Technology Building** analysis include:

- The roof is past its useful life and needs to be replaced.
- Precast concrete panels, sill and tees show signs of spalling and cracking.
- Lay in ceiling and carpet are past their useful life.
- HVAC units operate all night to keep building warm in winter.
- Dual-duct boxes and distribution equipment is original and past useful life.
- Use of fire dampers in corridors is inconsistent and doesn't meet code.
- Cast iron drain pipe and domestic water pipe are past useful life.
- Electrical panels and lamps are past useful life.

Vital Statistics

Technology Building

Use Type(s): classrooms, labs, offices

Built: 1964 with an addition built in 1993

Area: 169,848 GSF

Floors: 2

Building Description:

The structural system consists of concrete beam and column structure and limited areas of steel frame construction. The façade is a combination of precast concrete panels, concrete, brick, glass and metal siding. The roof of the original building is a ballasted roof which is + 20 years old. The roof of the new addition was replaced in 1995 and is reported to be in good shape.

Observation Highlights:

- The roof is past its useful life and needs to be replaced.
- Precast concrete panels, sills and tees show signs of spalling and cracking.
- Lay-in ceilings and carpet are past their useful life.
- HVAC units operate all night to keep building warm in winter.
- Dual-duct boxes and distribution equipment is original to the building and well past their useful life.
- Use of fire dampers in corridors is inconsistent and doesn't meet current code.
- Cast iron drain piping and domestic water piping are past their useful life.
- Electrical panelboards and fluorescent lamps are past their useful life.



CRV

\$50,105,000

**Priority 1
FCI**

6.5%

DMB

\$3,238,000

DMB EXCESS

\$ 733,000

Over APPA 5% benchmark

**Priority 1-3
FCI**

16.5%

DMB

\$8,273,000

DMB EXCESS

\$5,768,000

Over APPA 5% benchmark

MAINTAIN DMB

\$1,002,000

Annual cost to maintain current DMB

44



Priority 1



Priority 1-3

Technology Building
Facility Highlights

The findings of the **Eshleman Library** analysis include:

- Air handling unit is original to the building and is beyond useful life. It is outdated, energy inefficient technology and must be replaced (Note: Since audit was conducted, the cooling tower is leaking and must be addressed).
- The building's elevator is past its useful life and is failing.
- Concrete slabs at East and West entrances are heaving.
- EPDM roof is past useful life and due for replacement (Note: the College continues to address immediate health and safety issues and has replaced the roof during the summer of 2015).
- Exterior brick veneer is stained and needs tuck-pointing.
- Paint is peeling on the waffle slabs throughout the building.
- Carpet is significantly worn and needs replacement.
- Electrical gear is past its useful service life.

Vital Statistics

Eshleman Library Building

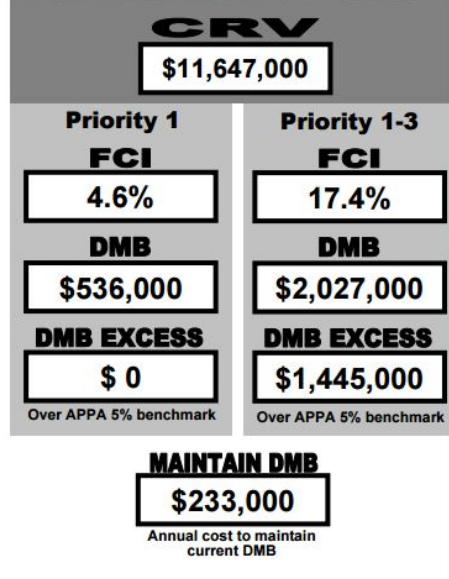
Use Type(s): Library, Office
Built: 1960
Area: 46,587 GSF
Floors: 2 (plus basement)

Building Description:

The Eshleman Library was constructed in 1960. It is a two story building with a basement level. It is a brick veneer building with a concrete column and waffle slab construction. The Library was expanded to the South in 1997 at the same time that the LRC was constructed to the Library's North. The building is dedicated almost entirely to library stacks, study spaces and library resources.

Observation Highlights:

- The building's elevator is past its useful life and is failing.
- Concrete slabs at East and West entrances are heaving.
- EPDM roof is past its useful life and due for replacement. The expansion joint between the Library and adjacent LRC roof has holes in it.
- The exterior brick veneer has some staining that should be cleaned and requires some minor tuck-pointing.
- Paint is peeling on waffle slabs throughout the building, likely because the surface was not properly prepped before paint was applied.
- Throughout most of the building, the carpet is significantly worn and due for replacement.
- The building's air-handling unit is original to the building and therefore well beyond its useful service life. They system is also outdated, energy inefficient technology.
- Electrical gear is past its useful service life.



Eshleman Library Building
Facility Highlights

3. Include the status of on-going projects financed with State Building Authority resources and explain how completion coincides with the overall Five-Year Capital Outlay Plan

There are no current projects financed with State Building Authority resources.

4. Identify to the extent possible, a rate of return on planned expenditures. This could be expressed as operational "savings" that a planned capital expenditure would yield in future years

Studies indicate that campus facilities and appearance are among the top reasons for students choosing a college. Therefore, modern and attractive facilities and classrooms will have significant impact on recruitment and retention. The experience and education students will receive will positively benefit local, state, national, and global employers as demonstrated by the Economic Modeling Specialist Data. The highly skilled workforce will contribute to the economic development of the areas in which the students become employed.

5. Where applicable, consider alternatives to new infrastructure, such as distance learning

The distance learning program at HFC is being reviewed vis-à-vis the long-range strategic goals of the college. The Board of Trustees is allocating resources for research, personnel and ultimately development of the *Online at HFC* College. In essence, the College is developing and implementing a brand new, sustainable, quality first, structure and model focused on student success. To achieve this, a new structure will be established, quality standards will be guaranteed prior to publication, evaluations will be regularly conducted, student learning will be easily evaluated, student services will be embedded, and sustainability measures will be set. However, the growth of distance education programs will not reduce the physical space needs of the face-to-face delivery of instruction at HFC.

6. Identify a maintenance schedule for major maintenance items in excess of \$1,000,000 for fiscal year 2015 through fiscal year 2019

There are no major maintenance items in excess of \$1,000,000 planned.

7. Identify the amount of non-routine maintenance the institution has budgeted for in its current fiscal year and relevant sources of financing

For 2016-2017, the College has budgeted from operations approximately \$1,200,000 for non-routine maintenance.

Technology Building: [The Center for Innovative Manufacturing Education \(CIMed\)](#)

Excerpt from the HFC National Science Foundation Grant Application, October 2015:

Critical Issues Facing Education for Advanced Manufacturing Worker Development

A study of student workforce readiness conducted by the Lumina Foundation found that 96% of college academic officers felt that students were prepared for the workforce upon graduation, while only 11% of business leaders agreed (Lumina, 2015). Also highlighted by Baumann et.al (2014), there is a **gap between the skills students acquire and the skills employers need** them to have. This is particularly evident in the **U.S. manufacturing sector** where the skills gap continues to grow, not because of worker shortages, but because educational competencies are not aligned with those needed in the workplace.

Open-Lab Platform

“Traditional educational models are not designed to serve the population most needing postsecondary education. We keep trying to wedge nontraditional students into inflexible educational structures that were built for 18 to 22 year olds and have barely changed in almost a millennium.” (Browser, 2014) The implementation of Common–Performance Based Objectives through the Open Lab Platform (OLP) will allow Competency Based Education to reach full potential by addressing “accessibility, affordability, transparency, and improved learning outcomes - all relevant to graduates’ employability and strengthening of the workforce” (Book, 2014). The OLP will build upon best practices and lessons learned from other institutions. This is critical, because research on improving CBE’s effectiveness indicates it must be supported by other innovations in design, delivery and assessment including:

- Student centered learning, in terms of flexibility and personalization (Klein-Collins, 2013).
- The ability for students to study at a variable, customized pace and receive consistent faculty support (Johnstone and Soares, 2014).
- (Create) sustainable learning resources, available at any time (Johnstone and Soares, 2014)
- Redefine(ing) the role of faculty since their role will change and insuring faculty develop CBE expertise (Mendenhall, 2012) (Cavanaugh, 2013) (Le, Wolfe, and Steinberg, 2014)
- (Create)Valid, reliable assessments (Mendenhall, 2012)
- Modularized learning (Weise, 2014)

The platform has additional economic benefits for all stakeholders that include **maximizing instructional space for teaching and learning and optimizing hands-on technological equipment** so students can access appropriate equipment. By encouraging students to embrace a more self-directed approach, they will increase their success in mastering a skill and attaining credentials.

Library: Student Success Center

APPENDIX C

R.A. SCHEITLER, INC
SUMMATION
OF

12/1/11

REAL ESTATE - BUILDING - HENRY FORD COMMUNITY COLLEGE		
SUMMARY BY BUILDINGS	REPLACEMENT VALUE NEW	SOUND OR DEPR. VALUE
LEARNING TECHNOLOGY	5,550,800.00	3,441,500.00
DEARBORN HEIGHTS CENTER	19,512,200.00	10,731,700.00
FINE ARTS	14,052,600.00	9,134,200.00
LIBERAL ARTS	22,230,200.00	12,226,600.00
LEARNING RESOURCE CENTER	24,101,600.00	20,004,300.00
PATTERSON TECHNICAL	39,067,600.00	25,393,900.00
PHYSICAL EDUCATION	7,823,100.00	4,693,900.00
SERVICE BUILDING	5,035,600.00	3,021,400.00
SCIENCE/HEALTH CAREERS	28,525,100.00	21,393,800.00
STUDENT CENTER	15,159,200.00	12,430,500.00
A.S.C.C. BLDG.	13,432,800.00	9,403,000.00
CHILD ACTIVITIES CENTER	1,582,200.00	1,392,300.00
YARD IMPROVEMENTS	587,400.00	411,200.00
M-TEC BUILDING	6,467,800.00	5,821,000.00
S.M.E. WEST BUILDING	7,221,200.00	5,054,800.00
S.M.E. EAST BUILDING	11,264,000.00	9,011,200.00
S.M.E. SOUTH BUILDING	6,014,700.00	4,450,900.00
NURSING BUILDING	6,541,200.00	5,821,700.00
NEW SCIENCE BUILDING	<u>8,927,600.00</u>	<u>8,927,600.00</u>
ASSET ACCOUNT GRAND TOTAL	243,096,900.00	172,765,500.00
PERCENT DEPRECIATION	X	

HENRY FORD COLLEGE
Building Age/Size

Building	Construction Date	Gross Area (Square Feet)	Volume (Cubic Feet)
Administrative Services & Conference Center	1983	59,645	980,348
ASCC – Addition	1988		
Athletic Memorial Building	1964	37,268	696,661
Athletic Memorial Building - Addition	1993	2,284	27,359
Child Development Center	1996	7,005	108,630
College Store	1975	7,752	69,768
Facilities Services Building	1994	7,932	116,576
Fine Arts	1981	65,079	987,639
Health Careers Education Center	1998	81,452	1,274,053
Learning Resources Center – Library	1966	46,587	556,615
Learning Resources Center – North Hall	1997	69,594	787,489
Learning Technology Center	1963	25,157	322,034
Learning Technology Addition	1997	615	7,971
Liberal Arts	1963	91,018	1,169,802
Liberal Arts – Chiller Addition	1995	3,823	68,812
Michigan Technical Education Center (M-TEC)	2001	28,890	300,000
Power House	1963	5,222	106,428
East Building (former SME)	1983	63,264	822,432
North Building (former SME)	1962	9,203	119,639
South Building (former SME)	1979	32,250	419,250
West Building (former SME)	1962	32,864	427,232
School of Nursing	2001	32,800	455,119
Science	1963	30,686	419,863
Student & Culinary Arts Center	1963	41,807	626,784
Technology Building – Patterson Technical Building	1965	61,567	810,222
Technology Building – Pump House	1964	462	6,468
Technology Building – Addition	1995	98,223	1,452,281
TOTAL		942,449	13,139,475

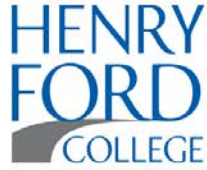
APPENDIX E
BUILDING REPAIR PRIORITIES

Building	Sq Feet	Priority Repair 1	Priority Repair 2	Priority Repair 3
Administration	59,002	Replace 2 Rooftop AC Units	Boiler Replacement	Replace Skylights, Hallway Windows
Athletic Memorial Building	36,460	Replace Gym Curtain Wall	Replace Bleachers	Roof Replacement
Child Development Center	7,003	Replace furnaces and AC units	Replace Interior lighting	Replace hot water system
College Store	7,730	New Vestibule	New Electrical Panel	
Facilities Management Building	13,180	Install New Chiller Unit & Tower	Boiler Replacement	Install Gas Heating Unit (Dock)
Fine Arts	61,501	Exterior Panels Sealants/Glazing	Replace building carpeting	Install building AC
Health Careers Education Center	83,956	Replace building carpeting	Upgrade Surgical and Respiratory lab	Upgrade interior lighting
Learning Success Center				
Library	46,587	Exterior Panels Sealants/Glazing	Replace building carpeting	Upgrade interior lighting
LSC - North	69,594	Upgrade sound proofing between floors	Upgrade windows	Exterior Panels Sealants/Glazing
Learning Technology Center	25,772	Roof Replacement	Exterior Panels Sealants/Glazing	Replace exterior doors
Liberal Arts	89,580	Electrical substation Replacement	Exterior Panels Sealants/Glazing	Roof Replacement
Science	72,086	Exterior Panels Sealants/Glazing	Upgrade windows	Upgrade science labs
Student Center & Culinary Arts	39,504	Roof Replacement	Exterior Panels Sealants/Glazing	Upgrade kitchen venting system
Technology				
Patterson	61,567	Roof Replacement	Exterior Panels Sealants/Glazing	Power Upgrade
New Technology	98,223	Roof Replacement	Concrete Polishing in Stairwells	Power Upgrade
Pump House	462	Roof Replacement		
Welcome Center				
West	33,680	Exterior Panel Sealants/Glazing (East facing)	Boiler Replacement with base board heating in Lobby	Roof Replacement

North	6,640	Exterior Panel Sealants/Glazing	Upgrade HVAC Unit	Replace exterior emergency exit doors
South	30,126	Exterior Panel Sealants/Glazing	New Digital HVAC BAS system	Roof top HVAC Replacement (2 Each)
HFC Welcome Center	60,800	A/C replacement	Floor replacement 1st floor	Building Controls for Basement
M-TEC	28,115	Install destratification fan - high bay	Install data room electrical backup generator	Replace parking lots
School of Nursing	33,155	Roof replacement	New windows in office areas	Replace parking lots

All facility related projects are on the HFC website under [Facility Maintenance Projects](#).

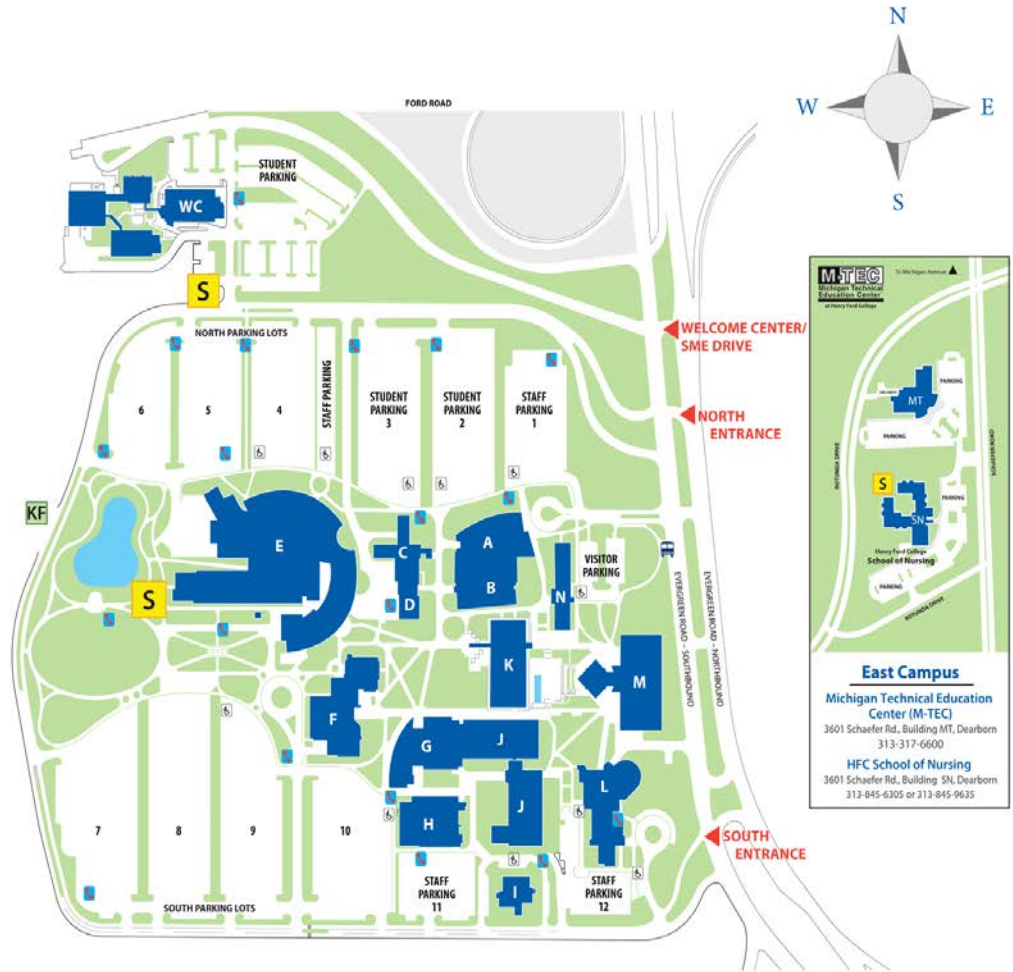
HENRY FORD COLLEGE Main Campus Map



5101 Evergreen Road
Dearborn, MI 48128-1495
(800) 585-HFCC or (313) 845-9600
www.hfcc.edu

LEGEND	
	Emergency Blue Light Phones
	Handicapped Parking
	M-Dot Bus Stop
	Smoking Zone
	King Fisher Bluff Deck
A	Learning Success Center Assisted Learning Services Career Services Counseling Learning Lab Student Outreach Services Library
B	Media Center
C	College Store
D	Facilities Service Purchasing
E	Shipping and Receiving Technology Building Chatham Conference Room E-123 Fine Arts Center Adray Auditorium
F	Sisson Art Gallery
G	Health Careers Education Center Hackett Conference Room G-150
H	Athletic Memorial Building Fitness Center Gym
I	Child Development Center
J	Science Building
K	Planetarium Liberal Arts Building English Language Institute
KF	King Fisher Bluff Deck
L	Administrative Services and Conference Center Forfa Auditorium Berry Amphitheater Rosenau Board Room (A, B, C)
M	Student and Culinary Arts Center Kuldesan Dining Room Fifty-One D One Restaurant Skylight Cafe Student Activities WHFI Radio Station 89.3 FM
MT	Michigan Technical Education Center M-TEC
N	Campus Safety
SN	School of Nursing
WC	Welcome Center Community Rooms

October 2014



The latest version of the [campus map](#) can be found on the HFC website.

https://dvc.hfcc.net/webadmin/sites/webadmin/files/issues/hfc_facilities_assessment_powerpag
e_phases_1-3.pdf

PowerPage Report Henry Ford College																	
Building Name	Year Built	Building Area	% of Total Area	CRV	Total CRV	Priority 1 (Current Year) Issues			Priority 1-3 (Year 0-5) Issues			Priority 1-5 (all years) Issues					
						Project Totals	% of Total Project Costs	FCI	Rating	Project Totals	% of Total Project Costs	FCI	Rating	Project Totals	% of Total Project Costs	FCI	Rating
All Assessed Facilities:																	
Main Campus - Dearborn, Michigan		748,696		\$206,629,910		\$8,027,600	100.0%	3.9%	Good	\$72,016,600	100.0%	13.1%	Poor	\$10,297,900	100.0%	14.7%	Poor
Admin, Service and Conference Center	1983	59,000	7.9%	\$14,250,000	7.2%	\$10,000	1.3%	0.2%	Good	\$1,470,000	5.4%	10.0%	Fair	\$1,511,000	5.0%	10.2%	Poor
Artistic Building	1984	36,100	4.8%	\$9,115,000	4.6%	\$305,500	3.5%	3.4%	Good	\$1,435,300	5.3%	15.8%	Fair	\$1,446,800	4.8%	15.9%	Poor
Child Development Center	1996	7,100	0.9%	\$1,562,000	0.8%	\$44,000	0.3%	2.8%	Good	\$104,000	0.4%	6.8%	Fair	\$112,000	0.4%	7.2%	Fair
College Store	1970	7,730	1.0%	\$1,777,500	0.9%	\$183,300	2.3%	13.3%	Poor	\$500,200	1.1%	16.9%	Poor	\$301,200	1.0%	16.8%	Poor
Evolution Library	1980	46,587	6.2%	\$11,646,750	5.7%	\$555,800	4.6%	4.6%	Good	\$2,026,500	7.5%	17.4%	Poor	\$2,055,500	6.8%	17.7%	Poor
Facilities Management Building	1980	16,089	2.1%	\$4,023,250	2.0%	\$17,500	0.2%	0.4%	Good	\$292,500	1.1%	7.3%	Fair	\$297,500	1.0%	7.4%	Fair
Five Arts Building	1978	75,742	10.1%	\$18,535,500	9.2%	\$671,000	3.5%	3.0%	Good	\$1,325,500	4.9%	7.0%	Fair	\$1,113,000	5.7%	9.0%	Fair
Health Sciences Education Center	1997	81,500	10.9%	\$23,235,000	11.5%	\$55,000	0.2%	0.4%	Good	\$670,000	2.9%	2.8%	Good	\$673,000	2.2%	2.9%	Good
Learning Resource Center	1998	53,744	7.2%	\$12,936,000	6.3%	\$261,500	1.9%	1.8%	Good	\$715,000	2.6%	5.3%	Fair	\$927,000	3.1%	6.9%	Fair
Liberal Arts Building	1960	104,046	13.9%	\$30,173,440	14.6%	\$2,819,050	9.4%	9.3%	Fair	\$9,951,550	33.0%	29.6%	Poor	\$10,223,050	33.8%	31.9%	Poor
Science Building - original	1960	49,000	6.5%	\$14,700,000	7.3%	\$583,000	4.0%	4.0%	Good	\$583,000	2.2%	4.0%	Good	\$583,000	1.9%	4.0%	Good
Student and Community Arts Center	1960	41,800	5.6%	\$12,200,000	5.3%	\$893,000	7.3%	7.3%	Fair	\$893,000	3.3%	7.3%	Fair	\$1,057,000	3.5%	8.7%	Fair
Technology Building	1984	169,548	22.7%	\$90,103,160	24.3%	\$3,258,250	40.1%	3.5%	Fair	\$4,272,450	30.6%	16.5%	Poor	\$9,377,450	30.9%	13.7%	Poor

PowerPage Report
Henry Ford College

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Building Name	Year Built	Building Area	% of Total Area	CRV	Total CRV	% of Total CRV	Priority 1 (current year) Issues			Priority 1-3 (year 0-5) Issues			Priority 1-5 (all years) Issues				
							Project Total	% of Total Project Costs	FCI	Rating	Project Total	% of Total Project Costs	FCI	Rating	Project Total	% of Total Project Costs	FCI
All Assessed Facilities																	
Zion Campus - Dearborn, Michigan																	
A Learning Resource Center	1998	53,774	7.2%	\$13,486,000	6.5%	\$3,000	0.1%	0.0%	Good	\$619,100	1.7%	3.2%	Good	\$631,100	2.3%	4.2%	Good
B-Ethman Library	1960	46,587	6.2%	\$11,646,790	5.7%	\$296,700	4.6%	2.5%	Good	\$1,394,200	5.6%	12.0%	Poor	\$1,421,000	5.2%	12.2%	Poor
C-College Store	1970	7,710	1.0%	\$1,777,900	0.9%	\$110,200	1.8%	6.7%	Fair	\$145,200	0.6%	8.2%	Fair	\$147,200	0.5%	8.3%	Fair
D-Facilities Management Building	1960	16,699	2.2%	\$4,029,290	2.0%	\$14,500	0.3%	0.4%	Good	\$243,500	1.0%	6.2%	Fair	\$243,500	0.9%	6.2%	Fair
E-Technology Building	1964	169,648	22.7%	\$53,126,160	24.3%	\$8,200,500	29.6%	6.6%	Fair	\$8,723,450	33.1%	17.4%	Poor	\$9,211,450	35.4%	18.4%	Poor
F-Fine arts building	1978	75,742	10.3%	\$18,985,500	9.2%	\$593,000	8.2%	2.8%	Good	\$1,180,900	4.8%	6.2%	Fair	\$1,553,400	5.6%	8.2%	Fair
G-Health Sciences Education Center	1997	81,500	10.9%	\$23,686,000	11.5%				Good	\$665,000	2.7%	2.8%	Good	\$673,000	2.4%	2.8%	Good
H-Article Building	1984	36,660	4.9%	\$9,115,000	4.4%	\$388,500	4.5%	3.2%	Good	\$1,365,200	5.5%	15.0%	Poor	\$1,373,800	5.0%	15.1%	Poor
I-Child Development Center	1996	7,100	0.9%	\$1,562,000	0.8%	\$49,000	0.7%	2.8%	Good	\$1,095,000	0.4%	6.8%	Fair	\$1,112,000	0.4%	7.2%	Fair
J-Science building - original	1960	49,000	5.5%	\$14,790,000	7.1%				Fair	\$583,000	2.3%	4.0%	Good	\$583,000	2.1%	4.0%	Good
K-Global Arts Building	1980	104,046	13.9%	\$30,173,340	14.6%	\$1,946,250	30.1%	6.4%	Fair	\$7,887,750	31.6%	26.0%	Poor	\$9,134,350	33.1%	30.3%	Poor
L-Admin Services and Conference Center	1983	59,000	7.9%	\$14,790,000	7.2%	\$10,000	0.2%	0.2%	Good	\$1,399,200	5.6%	9.5%	Fair	\$1,483,500	5.2%	9.7%	Fair
M-Student and Culinary Arts Center	1960	41,800	5.6%	\$12,200,000	5.9%				Good	\$774,000	3.1%	6.3%	Fair	\$1,038,000	3.8%	8.5%	Fair
Total		728,850		\$216,959,990		\$6,455,845	10.0%	3.3%	Good	\$24,818,900	10.0%	12.1%	Poor	\$27,659,400	10.0%	13.4%	Poor



FISCAL YEAR 2018

CAPITAL OUTLAY MAJOR PROJECT REQUEST

Institution Name: HENRY FORD COLLEGE

Capital Outlay Code: xxxx

Project Title: Henry Ford College Entrepreneur and Innovation Institute/ Technology Building Renovation and Addition

Project Focus: Academic Research Administrative/Support

Type of Project: Renovation Addition New Construction

Approximate Square Footage: 42,000

Total Estimated Cost: \$ 14,900,000

Is the Five-Year Plan posted on the department's public Internet site? Yes

Is the requested project included in the Five-Year Capital Outlay Plan? Yes

Project Purpose:

This project will transform the College's industrial and commercial technological education building by embedding innovation, entrepreneurship and small business skills development into lab spaces and educational programs by renovating and expanding the 51-year-old Henry Ford College Technology Building.

The physical renovation and expansion of the Technology Building will enable the College to meet the following outcomes:

1. **Job Creation, Talent Enhancement and Economic Growth.** The project provides spaces and opportunities to meet the needs of changing curricula, technology, student learning strategies and instructional modalities, and more comprehensively meet the training needs of regional industry and businesses through the Center for Innovation in Occupational Education
2. **Enhance the core academic mission of the College.** Providing space and equipment for students to create, prototype, develop, test and produce new products and business ideas related to their technological areas of study.
3. Converting low-utilization, single-function spaces into adaptable, integrated labs and classrooms to support student-led, instructor-assisted curricula for Automotive Technology and industry-

like multi-disciplinary lab combining Precision Machining-CNC, CAD and Design Studios, and Welding Fabrication coordinated through the College's Center for Innovative Occupational Education.

4. Updating aging building and learning environments, including building systems, ensuring the physical space can support programmatic needs for the next 50 years.

Scope of the project:

This project includes renovation of 18,000 square feet of the HFC Technology Building to improve and reconfigure existing laboratories, including spaces not significantly updated in over 50 years. Renovation will also address deferred maintenance on building systems operating well beyond their useful life, including structure, envelope, HVAC, lighting, electrical and plumbing. This project will allow for continued renovations initiated in 2015 as part of the State of Michigan Community College Skilled Trades Equipment Grant (CCSTEP).

Proposed new construction totaling 24,000 square feet will create multidisciplinary labs, renovated automotive labs, and the business and entrepreneurial collaboration space needed to support changing programs and curricula, the regional demand for workforce training, and business & industry partnership initiatives. New construction will also improve building and program access and internal circulation and address the lack of breakout/collaborative work spaces critical for student success.

The **Center for Innovation in Occupational Education** was created in December 2012 to transform the College's technology education. This project is a priority for the College as evidenced by the significant investment in facility, equipment, and faculty over the past several years and the Board of Trustee's current strategic initiative of fully developing a facility to support a programmatically expanded Center for Innovative Manufacturing Education, with new laboratories, additional faculty, expanded and re-energized course offerings, and enhanced industry partnerships.

The Center provides competency based education across occupational programs. The programs and physical spaces that will be positively impacted by this project include:

1. **Transportation/Automotive Technology Program.** Working in partnership with the Ford Motor Company Service Division, the Ford ASSET program for training Ford Dealer technicians began at HFC in 1989-90 and is now provided in schools across the country through the Ford Motor Company. In 2016, the department expanded its Dynamometer labs to offer Dyno Technician certification in partnership with regional R&D Automotive Engineering firms. This project will provide additional vehicular lab space to continue support of this growing industry driven program.
2. **HFC Fabrication Lab.** The new Welding Program and Welding Lab and will join Precision Machining/CNC and Computer Aided Design(CAD) in one contiguous SuperLab space. This layout replicates many Design and Fabricate companies found throughout SE Michigan which allows students in programs such as CAD-CAM (Computer Aided Design-Computer Aided Manufacturing) to work and study as they do in industry.
3. **Product Development Center (Fab Lab/Maker Space).** The new Product Development Center will oversee the "Fab Lab" also known as "Maker Space". This space will be a point of entry for current and future advanced technology students, and a work space for tech program students and faculty. The Product Development Center will also provide entrepreneurship skills training in the 21st Century; having both areas in one center will create a more holistic approach to both engineering and entrepreneurial skills development.

4. **Entrepreneurship and Business Skills Center.** This Center will occupy space adjoining multiple HFC Technology Labs. The future Small Business Management & Entrepreneurship Certificate will prepare students that are contemplating starting their own business, or who want to improve a business they currently own and operate. The Center will focus on business development strategies and product refinement, and will provide new and existing entrepreneurs with sound foundation skills in business success including: accounting and finance, customer service, marketing, management and Entrepreneurial Networking in the 21st Century.
5. **Improved Learning Spaces in the Technology Building.** Complete renovations of nine existing classrooms/instructional labs to improve flexibility and connectivity to new and improved hands-on lab environments.

Program Focus of Occupants:

The Center will support over 3,000 students at the College annually, including those in the 18 programs of Industrial Technology, programs in Information Technology and Computer Information Systems, secondary education students pursuing education in the field of manufacturing, and hundreds of students in Industrial Technology and CIS programs that are employees from business and industry.

This program will enable technology and occupational education students to enhance their technological program skills as well as develop product and service ideas for business and industry. New course and certificate program learning outcomes will include: competencies of a successful entrepreneur, prototyping and rapid prototyping skills, developing and understanding intellectual property laws and business practices, 21st century business leadership skills, product production analyses, pitching a business to partners, investors and funding, sales and marketing skills, and business sustainability skills.

Technology-rich labs and learning environments will support the modular competency-based curricula. In these labs students develop the middle-level job entry skills or skills in advanced technology and business essential for the economy. By having access to education through the Open Labs, and working on projects defined by industry, students will have the tools essential for integrating new learning practices so that they become self-directed learners who are able to achieve their personal and professional goals as well as contribute directly to economic development.

Additional Information:

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

Henry Ford College is vital to job creation and economic growth of the SE Michigan region. HFC provides multiple areas of occupational education for students from Dearborn, Detroit, dozens of communities in Western and Southern Wayne County, and across SE Michigan. Our mission is to grow the highly skilled and competent new workforce talent required of current and future technicians, business owners, and entrepreneurs. By rooting skills development in “real-world” applications, HFC students are developing both entrepreneurial skills and technological capabilities by integrating these two heretofore separate pathways of study. Locally, HFC is working with DTE and the Regional Water Authority to develop competency-based apprenticeships. Funding for this project will enable the College to continue the work of developing talent in the skilled trades.

HFC has proven impact at the State level through its collaboration with Oakland Community College and the Michigan Talent Development Agency/MEDC. HFC led the initiative to create and implement the MAT2 (Michigan Advanced Technician Training) program, a major statewide workforce development program in Manufacturing System’s Maintenance. Funding of this current request will help expand the MAT2 approach to other occupational areas: Information Technology, Technical Product Design and CNC Manufacturing, which expands impact beyond the State to the Regional level.

At a regional and national level, the project will also enhance existing partnerships including the Ford Motor Company, General Motors, Chrysler Corporation, AK Steel, Toyota, Nissan, dozens of 1st, 2nd and 3rd Tier Automotive Suppliers, and advanced technology vendors including FANUC Robotics in its effort to further employ robotics and automation. These partnerships provide industry with new courseware, training opportunities, hands-on project-based learning tools, and the authentic assessment of skills.

Other economic sectors that will be impacted include: 1) Retail Industry - HFC is developing a new apprenticeship in Supply Chain- Logistics to support CVS Drugstore’s Michigan and national warehousing and distribution system, as well as a new Pharmacy Technician apprentice education model; 2) Health Care Industry – working with the Veteran’s Hospital of Detroit and the Henry Ford Health System in the creation of new apprenticeships or certification programs for new technologies and the evolving health care technician workforce; and 3) Financial Sector – new apprenticeships and certifications in applied business skills and internet based commerce.

Students in the programs supported by this project will be prepared to meet the needs of industries currently contending with a profound gap of “middle-skilled” entry level available job candidates and future employees, as well as the means to “upskill” their existing workforce.

The renovated and improved facility will impact talent enhancement and economic growth by:

- Creating new student pathways into “Earn and Learn” based technology programs and pathways to employment.
- Reducing time to graduation through implementation of enhanced traditional programs and new modular project-based learning programs.
- Allowing HFC to quickly adapt curriculum in hands-on labs to meet the high-priority skill needs of employers and their employees.
- Cross-training the skilled labor force in lab spaces that can rapidly adapt to changing technology and training programs.

- Connecting technical education, design, critical thinking and entrepreneurial skills development in a single location on campus.
- Helping students gain experience and skills on varied equipment and technology to become valuable members of the workforce, whether for regional employers or as job creators themselves.

These outcomes will be achieved through the renovation and creation of the following physical spaces:

1. **Transportation/Automotive Technology.** This project will provide additional vehicular lab space to continue support of this growing industry driven program. Working in partnership with the Ford Motor Company Service Division, the Ford ASSET program for training Ford Dealer technicians began at HFC in 1989-90 and is now provided in schools across the country through the Ford Motor Company. In 2016, the department expanded its Dynamometer labs to offer Dyno Technician certification in partnership with regional R&D Automotive Engineering firms. The programs in Automotive Technology have been at the cornerstone of competency based educational practice at HFC since the opening of the building in the early 1960s.
2. **HFC Fabrication Lab:** The new Welding Program and Lab and will join Precision Machining/CNC and Computer Aided Design(CAD) in one contiguous SuperLab space. This layout replicates many Design and Fabricate company's operational layout, and it is found throughout SE Michigan. It allows students in programs such as CAD-CAM (Computer Aided Design-Computer Aided Manufacturing) to work and study as they do in industry. This will encourage the opportunity for creative student and faculty work.
3. **Product Development Center (Fab Lab/Maker Space).** Originally designed for communities as prototyping centers for local entrepreneurship, Fab Labs (also known as "Maker's Space") are increasingly being adopted by schools as centers for project-based, hands-on STEM related education, and by entrepreneurs to explore new business products. Students learn by solving problems through design, the creation of objects/products and the testing of these ideas by addressing real world problems. A new HFC "Fab Lab" will be built that will be comprised of industrial grade design, fabrication and digital tools to develop product and concept models by students. They will use multiple digital tools including those written by staff and researchers at the Massachusetts Institute of Technology's *Center for Bits & Atoms*. HFC will supplement the original Fab Lab technology (including 3D printers, laser cutters and other high quality modeling tools) with larger scale production equipment that will allow students to build out product components in prototype, and test production constraints through programs including CNC production manufacturing.
4. **Entrepreneurship and Business Skills Center.** This Center will occupy space adjoining multiple HFC Technology Labs. The future Small Business Management & Entrepreneurship Certificate will prepare students that are contemplating starting their own business, or who want to improve a business they currently own and operate. The Center will focus on business development strategies and product refinement, and will provide new and existing entrepreneurs with sound foundation skills in business success including: accounting and finance, customer service, marketing, management and Entrepreneurial Networking in the 21st Century. Students will test their ideas and evaluate their success as a process to explore their business concept with a business system's approach. The development of the future entrepreneur requires appropriate experience, skills, tools, space and a sense of potential, all components and targets of the Entrepreneurship and Business Skills Center and Certificate program. Within the Entrepreneurship and Business Skills Center, the **Entrepreneur Acceleration Program**, will be headquartered in the Center, and offering programs at local high school career and technical education centers. The Base 11 program emerged from a National

Science Foundation project undertaken at Stanford University. Base 11's STEM-based Entrepreneur Accelerator Program provides high-potential, low-resource community college students with skills training and access to world class development resources that gives them hands-on-experience in creating and developing products and services. These learning experiences will help prepare students at the high school level to become the next generation of technology entrepreneurs.

5. **Learning Spaces.** Renovations of nine existing classrooms/instructional labs to improve flexibility and connectivity to new and improved hands-on lab environments. Other programs in the building and across campus will benefit from this project through access to the improved spaces.

Throughout all program initiatives, HFC will offer expanded experiential learning opportunities in a competency-based educational model to a new generation of learners. Just as job creation and talent enhancement fuel economic growth, increasing real world business skills and technological literacy will help create a more capable workforce ready to step into and shape the 21st century work environment.

2. How does the project enhance the core academic and/or research mission of the institution?

The core academic mission of Henry Ford College is to provide occupational and transfer education opportunities to our community. Industrial Technology puts this into practice for advanced technological education through its mission that states:

The Industrial Technology Division ... provides educational experiences to plan, build, fabricate, and maintain the designed world. It offers instruction through hands-on interactive learning, utilizing the most relevant technologies found in working environments. We aspire to develop the mastery of skills that will supply business and industry with competent professionals for a future-driven technological society.

The project will provide critical elements for enhanced student success and mastery of real world skills through the development of strategic spaces that fit the industry-driven, hands-on, project based approach to learning. These "Strategic Spaces" help students to:

- Take short, project intensive courses that assure skills mastery and create the foundation for further skills development and greater topical knowledge
- Give students "real world" projects and problems that immediately transfer and apply to the world of work
- Utilize industry defined equipment and other advanced simulation-based learning tools
- Create the opportunity for students to leverage the skills mastered and certifications achieved towards jobs and the creation of new businesses
- Develop student confidence and their technological areas of expertise that can be recognized by business and industry

The Integrated Manufacturing Systems Troubleshooting Lab is an excellent example of this in action. Students in the Multi-Skilled Manufacturing Maintenance associate's degree program work on a complex sequential manufacturing system that was developed through a collaboration with General Motors, Toyota, Ford Motor Company, BMW and Nissan Motors. It is known as the AMTEC Integrated Manufacturing System "AIMS", and it requires the College lab to have 480V power to run the equipment and its industrial controls based Electrical Cabinet. Students must participate in "ARC FLASH" training prior to entering the lab and having access to the equipment. This system replicates the core elements of sequence-based automated manufacturing, and students are given progressively more complex problems or "faults" as projects from their first course to their last in the program. Troubleshooting

systems is universally identified by manufacturers as their Number 1 goal for maintenance employees, and with this lab tool and curricula students are able to troubleshoot and repair over 80% of the common faults that stop manufacturing systems. Employers give universal praise regarding this instructional innovation, and many request we identify more of these students for their businesses.

Bringing New Product Development and Technology Skill Development Under One Roof

In looking at the rapid rate of new product development and business start-ups today, it is evident that there are many rich opportunities and synergies when technology and entrepreneurship intersect. Public educational institutions must help accelerate these successful start-ups, and create greater access to the skills necessary for business development to wider and wider segments of our communities.

More and more, higher education is becoming a springboard for new product and business development. This educational service is known as Technology Transfer. Initiatives such as Wayne State University's "Tech Town" in Detroit's Midtown is an example of university-based technology transfer. This project will expand technology transfer capabilities to institutions of applied learning like HFC and other community colleges who may be able to replicate the model.

Schools with the ability to support Technology Transfer and Business Start-Ups encourage the creation of new product ideas, the development of business analysis and start-up skills, and refinement of the personal vision of the student-entrepreneurs. As students achieve certifications in our IT, Welding, CAD, HVAC, Precision Manufacturing, Electrical Technology or Dyno programs, their potential to envision a future that includes their own business can emerge.

A few examples of the new products and businesses envisioned by students already include modularized bicycle manufacturing developed in the fabrication capstone projects of the Welding program, Human Machine Interface (HMI) Integration Kits for manufacturing systems in the Multi-Skilled Manufacturing Maintenance program, Automotive and HVAC Technicians as Start-Up service businesses, and 3D product designs for automotive applications in the Design and CAD program.

This project will generate an "Applied Entrepreneur's" Library of Skillsets and Templates based upon real business tools developed by successful enterprises that "*plan, build, fabricate and maintain the designed world.*" These skills will become the competencies necessary to envision, implement and evaluate each student's own products, services and business ideas. The best ideas can then become business start-ups, which are practical real-world applications of student learning. These experiences will challenge students in ways that help them accelerate their maturity development, which is necessary for successful completion of an Occupational Associate's Degree or Transfer to another Educational Institution for completion of a Bachelor's Degree.

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

This project will be a single, stand-alone facility comprised of renovation of and additions to the existing technology building.

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

This project will continue the renovation and repurposing of the Technology Building as indicated in the [2015 Campus Master Plan](#), updating it to meet the interdisciplinary needs of college programs.

Henry Ford College has significantly invested in this facility and programs as its part of matching the [State of Michigan Skilled Trades Equipment Grant](#). The College committed \$1.2 million as a direct match to the grant to address renovation of the Technology Building space to accommodate the \$4.5 million of equipment for use in advanced manufacturing, mechatronic, and automotive engine testing programs. The State has recently increased the original equipment grant funds by an additional \$480,000 which will increase the equipment purchase to \$5 million. To date, the local direct match for the equipment project is over \$1.5 million. In addition to the direct expense match for the grant, an additional \$1.1 million of indirect cost expenditures were committed to the grant which results in a commitment by Henry Ford College of \$2.6 million in this building and its programs.

The College also recently spent over \$480,000 to renovate the welding lab. The renovation includes space/station upgrades, new exhaust and air handling capabilities, and space upgrades to conduct demonstration areas as well as areas for hands-on instruction and training. Major welding equipment was also replaced with 18 multi-purpose welding booths and the development of welding fabrication work areas. The project based learning strategies, expected to be more materials intensive, have turned out to significantly reduce scrap generation and therefore materials consumption by 15%. This is due to the increase in student awareness of their project work and therefore material use.

Many of the labs and classrooms in the existing Technology Building, whether in the original 1965 wing or the 1996 addition, were designed for a single use, a single skill, curriculum that is now outdated, and technologies that have changed dramatically over the last 50 years.

- Classroom renovations will create learning environments that meet the needs of a 21st century curriculum, with updated furniture, technology and better integration with adjacent lab spaces.
- To support the goals of the Henry Ford College Entrepreneur and Innovation Institute/ Technology Building Renovation and Addition, renovations to existing offices and construction of a center for entrepreneurial support and development will transform outdated offices into a collaborative hub to better connect students, faculty and employers.
- The new Automotive Lab will connect to the existing, undersized high-bay automotive service lab, and engine testing areas. This will significantly improve the usability of the existing automotive lab, and provide students in the industry-driven growing programs improved access to recently updated equipment and tool resources. The connected spaces will better simulate the students' future working environments and meet the training needs of the region's automotive dealerships and automotive R & D firms.
- The new Fabrication Lab will connect the existing welding/materials lab, machine tool/CNC manufacturing lab and CAD and Design Studios, transforming these individual spaces into an integrated center for product development, fabrication and manufacturing. Adjacent classrooms and breakout spaces will provide space for mentorship and quick problem solving.

The 2015 Facility Condition Assessment determined the Technology Building has a current replacement value of approximately \$50,000,000 and a 5-year projected deferred maintenance backlog of over \$8,000,000, the majority related to HVAC, electrical and lighting. To reduce maintenance costs, this project will address a portion of the HVAC, electrical, lighting, hardware and finishes identified as due

for upgrade or replacement. While many of these systems are at the end of their expected life, the building infrastructure is capable of supporting the improvements with minimal challenge.

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

There are no identified health or safety deficiencies in the existing Technology Building.

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

The 2015 Campus Master Plan evaluated current utilization for classrooms and instructional labs, measuring both the number of hours that rooms were in use (Weekly Room Hours - WRH) and the percent of seats occupied (Student Station Occupancy – SSO). This analysis informs both the availability and efficiency of classrooms and instructional labs.

Analysis

The analysis used schedule data provided by the College’s Ellucian course scheduling software. Fridays were excluded as the difference in usage would skew the data for the balance of the week. Analysis assumed 60 schedulable hours per week (15 hours/day, Monday-Thursday) but the target WRH is lower to accommodate the typically low afternoon utilization.

Existing Classroom Utilization

For classrooms, the campus WRH average falls just below the target of 32 hours per week and the SSO slightly exceeds the target of 65%. Due to the specific nature of many programs in the Technology Building and dedication of many classrooms to a lab, both the WRH and SSO fall below the campus average and the target values:

Classroom WRH	Classroom SSO
Target: 32 hours/week	Target: 65% occupancy
Campus: 29 hours/week	Campus: 69% occupancy
Technology Building: 19 hours/week	Technology Building: 59% occupancy

Existing Instructional Lab Utilization

Instructional Labs have a lower WRH target due to lab setup times and a higher SSO target due to the need more tightly control headcount. The campus WRH average falls just below the target of 22 hours per week and the SSO slightly exceeds the target of 75%. Highly specific, single-purpose labs, combined with the older curriculum in place at the time of the analysis, negatively impacted the usability of lab spaces in the Technology Building.

Instructional Lab WRH	Instructional Lab SSO
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Target: 22 hours/week	Target: 75% occupancy
Campus: 19 hours/week	Campus: 76% occupancy
Technology Building: 17 hours/week	Technology Building: 63% occupancy

The proposed programs changes dictate the need for labs and classrooms that will be able to serve students working through different programs at different paces, often independently. The expected impact on room utilization will be to increase WRH by leveling out usage throughout the day and week. Self-paced, instructor-assisted instruction will also reduce the need to stock labs with high numbers of identical equipment, allowing for more efficient use of the space by students in different programs.

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

The College will plan for all improvements to meet or exceed USGBC LEED certification requirements. As part of addressing deferred maintenance issues, expected building system upgrades will improve the efficiency of building equipment. The proposed additions will infill courtyards that are underutilized reducing the amount of exterior walls exposed to the elements, especially where the additions touch uninsulated walls. This will also enclose areas where students currently have to go outside to move between building wings.

The College is developing a request for proposal (RFP) to for a comprehensive energy savings program for the entire campus. The RFP will request services to prepare a feasibility assessment to determine investment opportunities that reduce energy with a payback schedule for less than 7 years for any energy project investment. The RFP is in its development stages and potential service providers are being identified.

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

Funds have been identified for the College's match for this project from the following sources:

The College is currently in the "quiet" phase of a \$20 million campaign to raise funds for the College with over \$6 million targeted as the amount to be raised in the campaign for the Tech Building renovations. At present, two major donors have expressed a commitment of over \$5 million toward this goal.

The College, at the conclusion of the fiscal year 2016 (June 30, 2016), had approximately \$16.6 in unrestricted reserves. Reserves have increased from \$5.5 million to the present amount in the last three years. A \$3.2 million general fund allocation is planned for this project. From the sources noted, the College has identified funding of approximately \$8.2 million for this project.

Therefore, of the total request of \$14.9 million for this project, the College is requesting \$6.7 million from the State.

9. If authorized for construction, the state typically provides a maximum of 75% of the total cost for university projects and 50% of the total cost for community college projects. Does the institution

intend to commit additional resources that would reduce the state share from the amounts indicated? If so, by what amount?

In addition to \$1,680,000 spent in recent years to renovate the building, Henry Ford College will contribute additional resources to this project, providing \$8,200,000 or 55% of the total project cost of \$14,900,000, reducing the state share to 45%.

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

The College does not project any increase in operating costs since all “current” renovations over the last three years have been made to reduce energy usage either through improved lighting, reduce electrical usage with the purchase of new equipment, and by using energy efficient materials.

Also, the College’s cost for energy and maintenance, as identified in the Activities Classification Structure (ACS) for Michigan Community College, have decreased per square foot from fiscal year 2012 to fiscal year 2015. Physical Plant costs have been reduced from \$9.25 per square foot to \$8.16 per square while energy costs have decreased for \$.1060 per cubic foot to \$.1004 per cubic foot during the four fiscal years. Four years of data was available (2012 – 2015) as follows:

	<u>Utilities</u>	<u>Plant</u>
2015	.1004	8.16
2014	.1148	6.17
2013	.0975	6.45
2012	.1060	9.25

It should also be noted that 2014 and 2015 had extremely cold winter seasons; however, it is anticipated that due to the milder winter season, these costs will decline due for 2016.

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

Because of the committed funding sources, the College expects no increase to tuition costs. The current programs using this delivery model have shown both a reduction in lab material usage, more efficient use of lab equipment, a potential reduction in lab fees, as well as more efficient use of faculty and staff, helping control future tuition increases. Students can register for multiple 1 credit courses sequential over the first twelve weeks of every semester. Further, the development of flexible and Open Lab spaces will reduce the number of identical pieces of advanced technological equipment as students work across multiple lab activities and projects simultaneously. Gone are the days of requiring 18 identical high tech pieces of equipment that begin to become outdated on the first day they are used. Two or three pieces of identical equipment are all that will be needed reducing the cost of equipment infrastructure over time.

Currently, Henry Ford College has the lowest in-district credit hour tuition rates (\$94 per credit hour) in the state and has out-of-district rates (\$162 per credit hour) that are in the lowest quartile in the state. As noted earlier, the funding sources for the renovations have been identified either through a capital

campaign or from unrestricted resources. Also, as noted earlier, it is anticipated that operating costs will not increase.

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

If this project is not authorized, the College will continue to be limited in its ability to support proposed curriculum changes to meet the ever changing work and job requirements in the automotive, manufacturing, and information technology fields.

The College would be limited in its ability to stay current with technology for classroom teaching, particularly in reference to its new work in Applied Entrepreneurial Skills education.

The College would be limited in its flexibility to change lab and room space for specific programs that a renovated/flexible teaching space can provide. The current hard wall/fixed space makes it difficult to conduct teaching where room flexibility is essential for effective teaching and learning.

If this project is not authorized, it could require additional fees/tuition from students. The College would also be required to fund renovations over a longer period of time and could require unrestricted reserve spending to address critical infrastructure and teaching needs.

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

The college studied construction of a stand-alone building to house programs requiring larger lab/high-bay lab spaces, including a high-bay Construction Technology lab for Building Sciences areas of study. Limited developable land near the existing technology building meant a location that would have separated this program from other related programs, incongruent with the optimal lab and student access strategy of the College.

A vacant automobile service center, located across the main road, was considered to house select technology programs. The high cost and distance from other college programs made this option unworkable.

The selected approach – a renovation/addition project focused on the existing technology building – will provide appropriate lab, classroom and support spaces for all related technology, business and entrepreneurial programs. Given recent significant investment in the technology building and in modernizing academic programs, this approach is most cost effective and in alignment with the academic goals of the College.

Additional Supporting Documentation

Research & Continuous Improvement in Manufacturing and Industrial Educational Practices Leads to Entrepreneurship Being Integrated into Project Based Learning

Over the last four years HFC has researched and adopted the best educational practices found in industry and educational institution partners nationally, resulting in new and improved educational services that create integrated, project-based modular programs. The areas of study can be found in:

- Service Occupations (HVAC, Power Engineering/Energy System's Technician, Energy Conservation / Renewable Energy Technician, and Automotive Service Technology)
- Design Occupations (Architecture, Construction Technology, Product/CAD)
- Manufacturing Technology Occupations (Precision Manufacturing/CNC, Electrical Technology, Mechanical Systems, Welding Technology, Multi-skilled Industrial Maintenance, and Process-

Based Manufacturing) (Industrial Chemical, Steel, Plastics, Food and Energy) including those developed through Apprenticeship

And despite the College's dedication of significant internal fiscal resources, staff and faculty effort, in work to improve the antiquated learning environment, the current facility does not provide the type of working spaces to support the new enhanced learning models which focus on collaborative design and fabrication.

Yet new educational pipeline to the College's programs have been built including PLTW (Project Lead the Way) courses for high school students provided on the College campus, new Career and Technical Education (CTE) programs in 12 Secondary Education school districts, as well as new HFC Early Colleges with Dearborn Public Schools and the Advanced Technology Academy in Manufacturing.

Each of these programs will be enhanced by the creation of opportunities to develop innovations in products and services through entrepreneurship skills development and experience. The proposed one-of-a-kind learning environment will feature state-of-the-art manufacturing technologies and equipment, for current and future HFC occupational programs in Design, Manufacturing, Services and Pipeline Development Programs.

Supporting Data - HFC Welding Program Demonstration Project, 2014 to Present:

In the Fall of 2014, the Welding Lab went through a radical transformation: single-function welding booths were eliminated in favor of multi-purpose welding stations; significant fabrication equipment resources were added; the entire curriculum was retooled into competency based (skills focused) sequential projects; learning outcomes and certifications were aligned with the American Welding Society's certification standards. As a result, students can now start the program *At Any Time* over the entire first twelve weeks of each of the Fall, Winter, and Spring/Summer Semesters, and they must achieve competence in each course's objectives before advancing to the next project/class.

Student work is performed in our "real-world" welding lab that brings together basic and advanced students, working side by side for up to 32 hours of lab time each week, a unique learning, sequencing and lab access opportunity. And the *Open Lab Approach* is so student-friendly that a student or company can hear about the program Monday and they can begin welding Tuesday with, of course, the proper tools, equipment and safety procedures employed. Also Employers can send their employees for training to either the day or evening lab times, where they work alongside college students in "Open Labs". As a result, the program has created the largest cohorts of new welding students in its history, with students on track to complete their industry certifications and College certificates and associate's degrees.

The Welding Lab is now "Industry-level Equipped", and the rich diversity of students working on hands-on projects helps them create objects of functional use, meet project specifications and sometimes embody intelligent design. Increasingly students talk of their projects as potential products or objects that could be, "For Sale".

The Welding Program and Lab is one concrete example of the new generation of student learning labs that HFC is actualizing. With the new learning tools for technological education brought together in these new flexible and accessible lab spaces, a new 21st century learning environment, , will challenge learners to develop their skills and knowledge in new ways. They will experience first-hand the Engineering Process, where they define problems, create prototype design solutions, build and test their ideas, and evaluate their effort. And through these problem and project approaches they will achieve levels of understanding and mastery of technologies essential in today's economy. Truly we will meet

the economic and educational needs of students, regional businesses, and vibrant communities of SE Michigan.