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September 28, 2011

The Honorable Rick Snyder, Governor  
State of Michigan  
PO Box 30013  
Lansing, MI 48909

Dear Governor Snyder:

As follow-up to a meeting held in your office on August 31, 2011, a group of university and community college presidents met on September 26 to continue the discussion of facilitating the provision of certain baccalaureate degree programs that community colleges have proposed, through HB 4496, be conferred by community colleges. The State's public universities pledged to offer and award these degrees in partnership with the interested community colleges.

While the meeting was productive in that many related issues of baccalaureate attainment were identified, including expansion of university center partnerships, articulation and transfer agreements, cost of programs, cost of appropriate faculty, cohort size, content expertise, etc., the parties hold differing views on the necessity for HB 4496. The universities offered a memorandum of collaboration (attached) that identifies lead institutions to work with community colleges on baccalaureate program development in cement technology, energy production technology, maritime technology, and culinary arts, with the understanding that the baccalaureate of science in nursing (BSN) be delivered through the capacity options that currently exist. The universities believe that a collaborative agreement is consistent with your request of public agencies to avoid duplication of services wherever possible. This proposal was rejected by the community colleges as fundamentally "unresponsive." The universities do not agree with this characterization, having committed to provide the above-mentioned programs for place-bound students at their local community colleges, while leveraging current university resources, avoiding duplication, and unnecessary cost increases.

It was suggested that another meeting be scheduled between the two parties to continue the discussion. A follow-up meeting is being planned. The universities are still interested in knowing why offering programs on the community college campuses through collaborative agreements with four-year institutions would not meet the needs of the students. Today, nearly 15,000 students are enrolled in more than 300 four-year degree programs offered by Michigan's universities at community colleges. We look forward to working with the community colleges to expand this number.

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*Central Michigan University  
Eastern Michigan University  
Ferris State University  
Grand Valley State University  
Lake Superior State University  
Michigan State University  
Michigan Technological University  
Northern Michigan University*

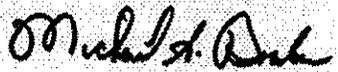


*Oakland University  
Saginaw Valley State University  
The University of Michigan – Ann Arbor  
The University of Michigan – Dearborn  
The University of Michigan – Flint  
Wayne State University  
Western Michigan University*

The universities would also request for the next meeting a description of the planning process and workforce analysis that would provide helpful information regarding need and demand of the proposed programs. We have yet to see a business case, for instance, as to how many more nursing degrees would be produced and where, given there is still capacity at the 19 public and independent provider institutions now serving Michigan. Current locations include partnership sites at community colleges, hospitals, university campuses, center programs as well as online.

Our position continues to focus on how best to meet the needs of the student in the most effective and efficient manner, and as quickly as possible. We stand ready to continue the conversations.

Sincerely,

A handwritten signature in black ink, appearing to read "Michael A. Boulus". The signature is written in a cursive style with a large initial "M".

Michael A. Boulus  
Executive Director

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Suite 600  
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December 7, 2011

Senate Education Committee  
State of Michigan  
P.O. Box 30036  
Lansing, MI 48909

Dear Senate Education Committee Members:

Bills introduced in the House (HB 4496) and the Senate (SB225) would allow community colleges to offer baccalaureate (four-year) degrees in such areas as cement technology, maritime technology, culinary arts, nursing, and energy production technology.

Michigan's fifteen public universities have long had excellent working relationships with the state's community colleges. We believe that an expansion of those collaborations is the most efficient way to provide Michigan residents with the four-year degree programs that some community colleges want to offer in their districts. What the community colleges are suggesting would be the most expensive and least efficient way to meet that need, the substantial costs for which would, in any event, be borne solely by students and local taxpayers. There is a better way.

The Presidents Council on behalf of Michigan's 15 public universities have pledged to collaborate with our community college colleagues and will provide locally any new baccalaureate or degree completion program for which there is a need within that community college district. This pledge would apply for any of the programs identified above, including a Bachelor of Science degree to community college graduates who are registered nurses and who wish to enroll in a BSN completion program. This pledge is identical to the commitment we made during the last legislative session.

This continuous pledge by our member universities ensures that duplication and waste will be avoided, can be implemented immediately, and is far less costly – which is exactly what our elected officials have been asking from public agencies at all levels.

The Presidents Council, State Universities of Michigan, is ready to coordinate and implement this pledge with our community college colleagues. Legislation is unnecessary, as the universities and community colleges have a long history of crafting and implementing collaborative programs.

Sincerely,

A handwritten signature in cursive script, appearing to read "Glenn Mroz".

Glenn Mroz, Chair  
President, Michigan Technological University

A handwritten signature in cursive script, appearing to read "Michael A. Boulus".

Michael A. Boulus  
Executive Director

Central Michigan University  
Eastern Michigan University  
Ferris State University  
Grand Valley State University  
Lake Superior State University  
Michigan State University  
Michigan Technological University  
Northern Michigan University



Oakland University  
Saginaw Valley State University  
The University of Michigan – Ann Arbor  
The University of Michigan – Dearborn  
The University of Michigan – Flint  
Wayne State University  
Western Michigan University

MEMORANDUM OF UNDERSTANDING BETWEEN  
THE MICHIGAN COMMUNITY COLLEGE ASSOCIATION  
AND THE  
PRESIDENTS COUNCIL, STATE UNIVERSITIES OF MICHIGAN  
ON BEHALF OF THEIR RESPECTIVE MEMBERS

The purpose of this agreement is to facilitate the provision of new baccalaureate degree programs that the community colleges have determined are needed in their locales and which, pursuant to this memorandum, will be offered collaboratively by the community colleges and the universities

The universities hereby commit to offer and award bachelor's degrees in culinary arts; cement technology; maritime technology; energy production technology; and the Bachelor of Science degree in nursing (BSN completion). Articulation agreements deemed necessary for ease of student transfer from community college to university shall be patterned after those now in force between the community colleges and the universities. Credit transfer agreements, to the extent that articulation agreements are not dispositive, may also be crafted by the parties.

The community colleges and universities agree that the programs will be offered on the campuses of the community colleges, in facilities leased to or otherwise made available by the community colleges to the universities. The lease and/or access agreements may be patterned after those now in force between the community colleges and the universities at "university centers" in Traverse City, Muskegon, Lansing, and Warren, or agreements in force at other locations.

The curriculum for the new degree programs shall be collaboratively developed by the parties. The promotion of the program and the recruitment of students shall be the continuing responsibility of the parties and may be fashioned after recruitment plans currently being deployed by the parties.

The universities have identified the institutions that will take curricular lead by program: culinary arts by Grand Valley, Ferris, and Eastern; cement technology by Ferris; maritime technology by Grand Valley, Ferris, and Western Michigan; energy production technology by Grand Valley and Western Michigan.

RN to BSN completion is presently available to any registered nurse in Michigan with an associate's degree who wishes to enroll; locations include partnership sites at community colleges, hospitals, university campuses, as well as online. One or more of these delivery modalities reach every corner of Michigan. Public institutions offering BSN completion are: Eastern Michigan, Ferris, Grand Valley, Michigan State, Lake Superior, Oakland, Saginaw Valley, Northern, University of Michigan-Flint, and Western. There are also nine independent colleges and universities offering BSN completion programs bringing the total to 19 providers now serving Michigan.

The universities believe that these programs have sufficient capacity to meet the demand for BSN completion, now and in the future. The universities pledge to strengthen and expand the partnerships between the community colleges and the university schools of nursing so that RN candidates who desire the BSN degree may commence their studies at the college level fully informed about the BSN pathways available to them.

The universities further commit to enter into "reverse transfer" agreements with the community colleges. The recently enacted reverse transfer agreements between Grand Rapids Community College and Grand Valley, Ferris, and Western Michigan universities as well as the consortia agreement between the Upper Peninsula community colleges and universities may serve as templates.

The parties recognize that higher education is dynamic and that additional baccalaureate degree programs may be needed in the future. The parties pledge they will collaborate to:

- Identify the priority for baccalaureate degrees through a market analysis of workforce needs.
- Identify the geographic areas of need.
- Identify faculty and facility needs among the community colleges and universities.
- Agree to a division of student financial aid from the respective institutions that will keep the baccalaureate program affordable for students.

The community colleges and universities agree that academic officers representing each party shall immediately enter into discussions that will make operational the objectives of this memorandum. The parties agree that students and local economies are best served by making these degree programs available as soon as agreements can be concluded.

Signed this \_\_\_\_\_ day of \_\_\_\_\_, 2011

\_\_\_\_\_  
Michael A. Boulus  
Executive Director  
Presidents Council, State Universities of Michigan  
on Behalf of Respective Members

\_\_\_\_\_  
Michael Hansen  
President  
Michigan Community College Association  
on Behalf of Respective Members

Talking Points  
on Community College  
Baccalaureate Legislation (HB 4496)

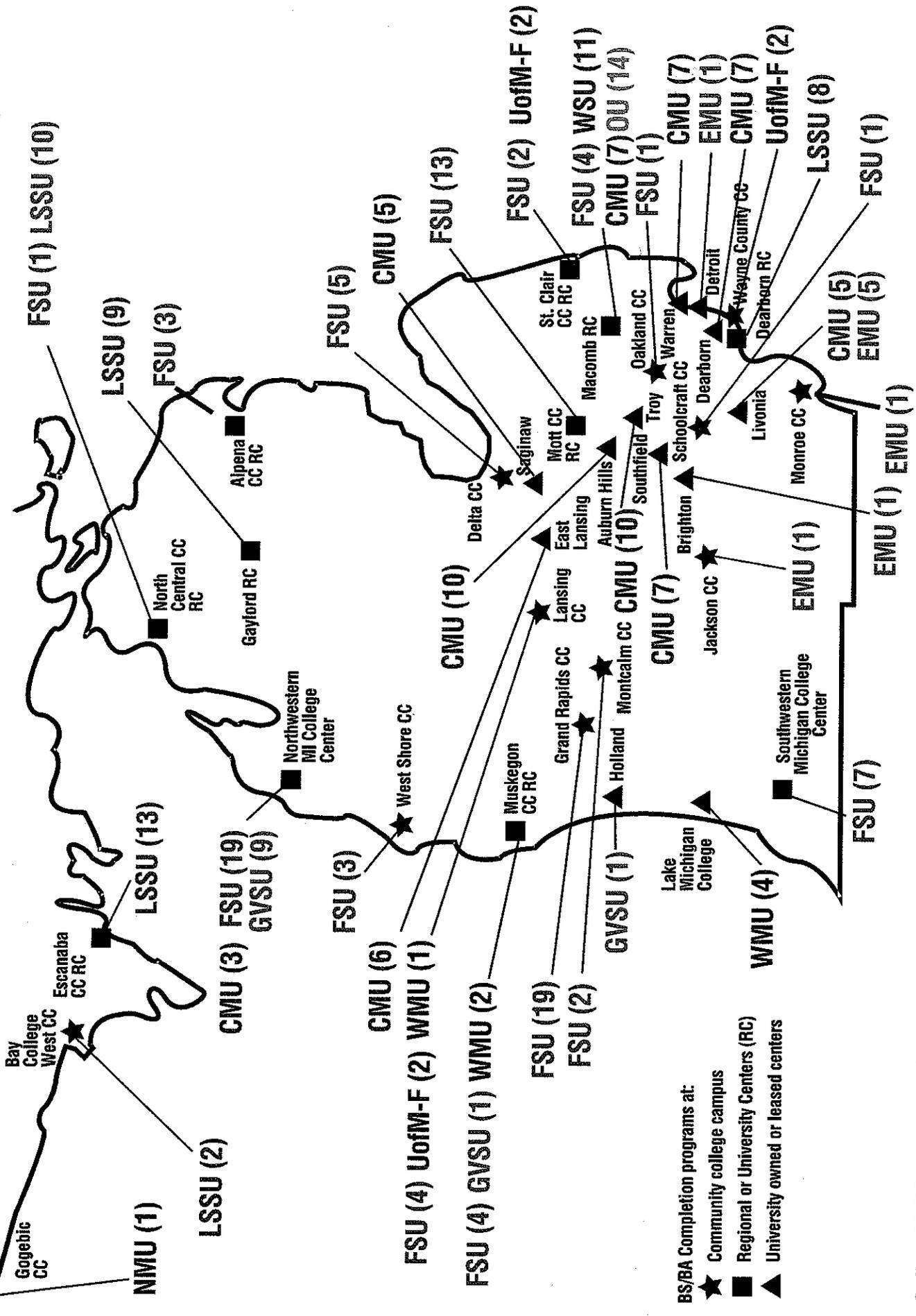
- HB 4496 would make an unprecedented change in state higher education policy, one that would lead to increased costs and create duplicative services at a time when state resources are greatly constrained and the goal is to streamline government operations.
- Universities believe community colleges should continue to focus on improving their two year offerings and their ability to prepare students to transfer to universities while collaborating with universities on any four year degrees. We consider community colleges as partners in helping students become college ready to support degree completion.
- Michigan's students are already very well served by the collaborative efforts of universities and community colleges. As our map shows, across the state, Michigan's universities are working hand in hand with community colleges to meet the needs of students on community college campuses. Today nearly 15,000 students are enrolled in more than 300 four-year degree programs offered by Michigan's universities at community colleges. This expansion and duplication of expensive services may threaten the collaborative relationships that have grown up between universities and community colleges. Please be prepared to discuss recent collaborations.
- Just as the Legislature and Governor Snyder are seeking to have regional shared K-12 and municipal services to maximize efficiency, universities believe community colleges and universities should be working together to provide needed, nationally accredited programs in nursing and other areas. Michigan public universities already are offering 18 RN to BSN nursing degree completion programs on community college campuses, hospitals, and four distance learning programs. Twelve public and eight private colleges and universities offer baccalaureate degrees in nursing on their respective campuses. We can provide RN to BSN programs to any student within Michigan, even in the most remote locations where the numbers are too small to create a cohort model.
- Michigan's public universities have pledged to offer bachelor degree programs in any area, in any part of the state. The outreach has been ongoing. Witness pledge letter.
- Allowing community colleges to offer bachelor's degree programs will unnecessarily raise the operating costs at the community colleges. This will mean higher tuition, higher property taxes, or cuts in services to other students.
- It is also important to recognize the high degree of flexibility students enjoy today due to enhanced university-community college articulation agreements – the agreements that say which community college courses will be accepted by a public university toward a particular degree. The ability of students to move from two-year to four-year institutions is at an all time high, and the Michigan Transfer Network <http://www.michigantransfernet.org/>, sponsored by the Michigan Association of Collegiate Registrars and Admissions Officers (an association of both community college and university officials) ensures students starting at a community college and intending to transfer can know before they start what they must do to move to a university for a specific degree.

- The bottom line: Michigan's universities are already collaborating extensively with community colleges to meet the true needs of students, and are prepared to expand those services using existing resources. We do not need 28 new public universities in Michigan.

**In summary:**

- Michigan's students are already very well served by the collaborative efforts of universities and community colleges.
- Michigan's public universities pledge to start a bachelor's degree granting program in any area, in any part of the state, where sufficient demand exists to make such a program efficient.
- Allowing community colleges to offer bachelor's degree programs will unnecessarily raise the operating costs at the community colleges.

# Public University Bachelor Degree Completion Programs Across Michigan



Online BA/BS programs: CMU (9), EMU (4), FSU (6), LSSU (1), MSU (1), OU (1), WMU (4)

**In their own words.....excerpts from two Michigan specific reports regarding community college nursing programs and barriers.**

*From "Addressing and Resolving a Statewide Crisis: Michigan's Nursing Shortage; A report in response to P.A. 255 of 2008 Sec. 246- Nursing Shortage Workgroup-Michigan Community College Association, December 31, 2008"*

- **Nursing programs at community colleges and other institutions *continue to turn away qualified applicants because of a lack of classroom and clinical faculty, as well as clinical infrastructure.* In fact, in 2007, Michigan nursing education programs turned away more than 4,000 qualified applicants due to the programs' lack of capacity (page 3).**
- **Key factors contributing to the nursing shortage include an aging nursing population, a decreasing number of advanced level nurses available to teach in nursing schools, and program costs exceeding revenues (page 4).**
- **Nursing education is expensive, both for students and for the institutions that provide the training they need to perform in the workforce. The increasing use of technology in clinical settings has increased the cost of nursing laboratories that colleges must provide to ensure students experience a work-like environment. Further, compensating Masters-trained faculty is an issue. While the aforementioned Nursing Corp initiative can fund the education of Master's degree nurses, community colleges don't have the funding to hire these nurses to teach (page 9).**
- **According to Charlene McPeak, Dean of Health and Human Services at Macomb Community College in Macomb, Michigan, nursing program costs exceed their revenue from tuition, fees and state aid by about \$1 million. Because of costs exceeding revenues at this level, Macomb Community College's nursing program can admit only 120 out of more than 1,000 applicants each year (page 10).**
- **Macomb Community College has looked at expanding its nursing program via capital improvement projects aimed at providing larger classrooms that could accommodate more students, as well as increasing simulation capacity in order to provide students the chance at practicing clinical skills in a state-of-the-art educational facility. To date, Macomb's nursing program has not found the funding to expand in this manner (page 10).**
- **Recently, Bay (Bay de Noc Community College) had a request to bring an outreach A.D.N. completion program to the Newberry area, and are discussing the possibility of doing this. The biggest drawback to another program expansion is the lack of available clinical facilities for placement in specialty areas, such as obstetrics and medical/surgical (page 11).**

- Clinical simulation can be used in lieu of certain clinical requirements for nursing education, especially if the clinical experiences are not readily available. **The financial investment associated with this technology is substantial** – a Human Patient Simulator costs about \$250,000 (page 13).
- **Across the state, community colleges, four-year universities and hospitals have forged partnerships to increase the number of nurses in the Michigan workforce.** For instance, Lake Superior State University School of Nursing has a direct partnership with Bay de Noc Community College and North Central Michigan Community College, and continues to expand these partnership opportunities to others through increased distance learning initiatives as well (page 13).
- In March, 2007, the Michigan Community College Association submitted to the Legislature a report concerning the expansion of nursing programs at community colleges throughout the state. A workgroup was formed consisting of statewide nursing, healthcare, education and regulatory organizations to analyze the factors inhibiting the ability of community colleges to expand their nursing programs. **Four critical factors were identified (page 18):**
  - 1) **High cost of offering nursing programs**
  - 2) **Availability of qualified nursing faculty**
  - 3) **Availability of clinical sites for clinical training**
  - 4) **Attrition of students who are admitted but fail to graduate from these nursing programs**

*From "Responding to the Nursing Shortage: A Report Concerning the Expansion of Nursing Programs at Michigan's Community Colleges; prepared by The Michigan Community College Association, March 1, 2007" \_\_\_\_\_*

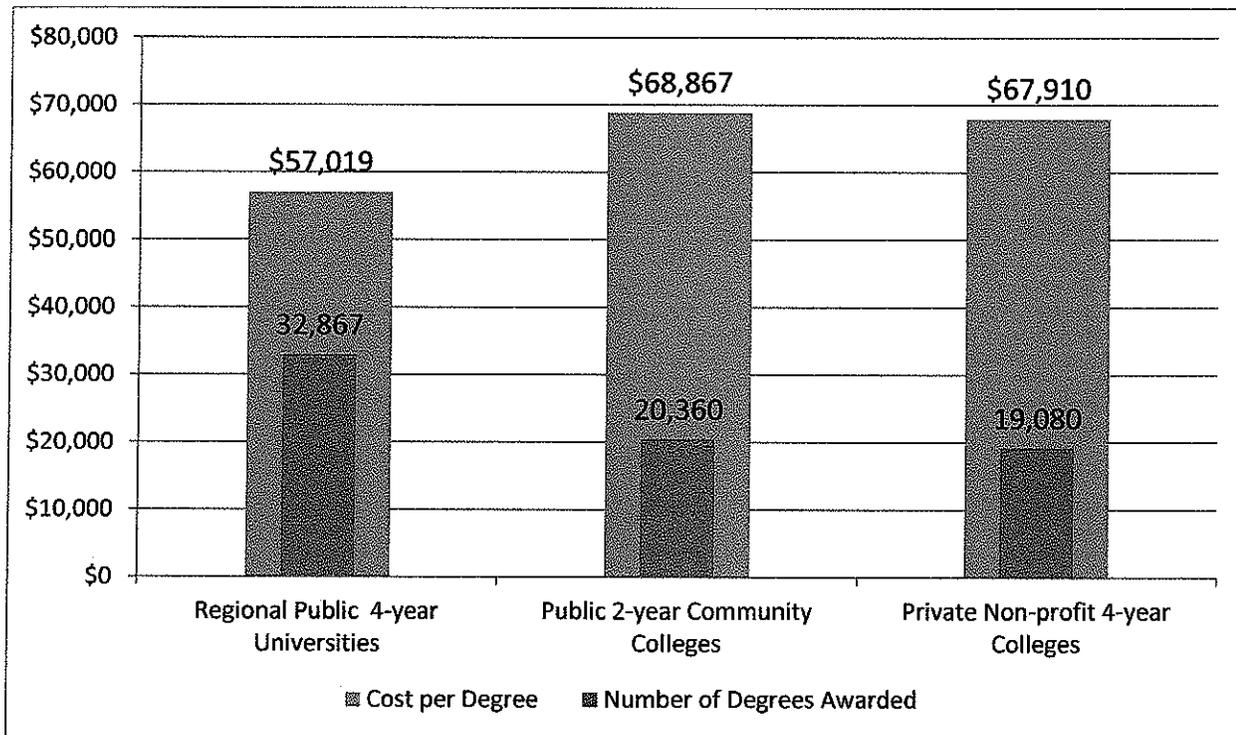
- It is the position of the MCCA that Michigan's community colleges are capable and well-positioned **to provide the remaining classroom components of this degree** and can provide increased access and affordability to students who wish to complete the baccalaureate degree in nursing... (page 2).
- Through the deliberations of the workgroup, it was made clear that in order to increase the number of nursing graduates from community colleges, the barriers that preclude nursing program expansion must be removed, **funding for more nursing seats must be provided, and existing nursing programs seats must be maximized by reducing student attrition** (page 3).
- **All 28 of Michigan's community colleges have nursing programs, and in every case, the nursing program is either the most costly, or nearly the most costly program,**

**and must be subsidized by other instructional programs. There are few economies of scale to operating such programs (i.e. the larger the nursing program, the greater the financial loss to the college) (page 6).**

- **Program costs are driven in part, by the need for modern, specialized equipment and facilities. The single greatest factor in the high cost of nursing programs, however, is the cost of the faculty, due in part to the staffing ratios required for both the didactic and clinical instruction (page 6).**
- **Required credentials for didactic nursing faculty include a Masters of Science in nursing (MSN degree). Clinical faculty need a Bachelor of Science (BSN degree) in nursing, as well as training as a preceptor for nursing students. ...In many cases, these qualified nurses are offered hiring bonuses, moving costs, longevity payments, and other incentives that are beyond the financial capacity of most community colleges (page 6).**
- **Furthermore, student-to-faculty ratios are established by state regulation....every expansion in the number of nursing students, requires the expansion of the nursing faculty (page 6).**
- **On average, it costs \$10,000 annually to provide for operational costs associated with the preparation of an Associate's degree Nurse to sit for the registered nurse exam. However, tuition accounts for roughly 33% of total program costs...providing tuition reimbursements, scholarships, financial aid, and other student support incentives alone does little to alleviate the college's overall expense of providing the programming (page 6).**
- **In order for colleges to expand program capacity, new program expansion funding must be provided at \$7,000 for every nursing graduate that the state requires beyond existing productivity levels (page 7).**
- **Recommendation: Provide funding for community college nursing instructional program expansion of \$7.0 million per year.....this amount does not contemplate capital outlay, facilities, or equipment needed for individual institutional program expansion (page 7).**
- **In addition to the barriers previously discussed, student attrition from nursing programs and the profession continues to impede progress in the production of educated nurses (page 9)**
- **Sadly "waiting lists" at most of the state's community colleges, are commonplace. In some cases, community colleges have over 1,000 students in the queue waiting to have access to the college's nursing program (page 9).**

- **Recommendation: Provide financial support for community colleges to establish peer and professional mentoring programs, or ombudsman and support for nursing students to help them advance through a program of student that is unique to nursing program participants. This should include support for life issues (family, day care, employment, etc.) that would impede completion (page 11).**

## 2008 Cost per Degree for Michigan Institutions of Higher Education (IHE)



Postsecondary Institution Type	Education & General Expenditures	Number of Degrees Awarded	Cost per Degree
Regional Public 4-year Universities	\$1,874,036,899	32,867	\$57,019
Public 2-year Community Colleges	\$1,402,131,997	20,360	\$68,867
Private Non-profit 4-year Colleges	\$1,295,725,376	19,080	\$67,910

The data source is the Delta Cost Project ([www.deltacostproject.org](http://www.deltacostproject.org)) – a grant funded organization that measures cost of education per student, student and subsidy shares, and performance using National Center for Education Statistics Integrated Postsecondary Education Data System (NCES IPEDS).

Education & General Expenditures include all core operating expenditures – instruction, research, public service, academic support, student services, institutional support, operations and maintenance, and net scholarships and fellowships.

By removing net scholarships and fellowships from the equation, the percentage change in cost per degree for the regional universities is -6.3% and for the community colleges the percentage change is -4.7%.

Postsecondary Institution Type	Education & General Expenditures	E&G minus Scholarship & Grants	Number of Degrees Awarded	Cost per Degree
Regional Public 4-year Universities	\$1,874,036,899	\$1,756,513,373	32,867	\$53,443
Public 2-year Community Colleges	\$1,402,131,997	\$1,317,886,503	20,360	\$64,729



April 14, 2009

## Higher-ed partnerships are easing some of state's pain

*Conway Jeffress and Thomas J. Haas*

One bright spot emerging during Michigan's troubled times is increased collaboration between our community colleges and public universities. All across Michigan, the transition from community colleges to public universities is becoming easier and easier, and students couldn't be happier.

Michigan's 15 public universities have been working extensively with community colleges to create a smooth pathway for students wanting four-year degrees. Our universities recognize and accept the obligation to see that community college students who are ready to transfer gain access to four-year campus.

Community colleges offer some important advantages to students:

- They tend to be lower cost for the first two years of education.
- They may be closer to home and family.
- Some students would rather stay at home with parents to save on housing costs.
- And some students simply are not ready for the university setting. The extra two years at a community college may bridge an important gap for these students.

That's why community colleges and universities have collaborated to make entry into four year universities easier for students who choose community colleges for their first two years of higher education. Among those programs:

Improved "articulation agreements." That's the academic term for "how you get from community college to university as quickly and easily as possible." Now, due to extensive efforts by both university and community college officials, first and second year classes are increasingly aligned, easing the transfer process. Around the state, many universities are now recognizing credits that in the past might have been deemed unacceptable.

The Michigan Association of Collegiate Registrars and Admissions Officers (MACRAO) has developed a set of computerized systems, better known as the "transfer wizard" ([www.michigantransfernet.org](http://www.michigantransfernet.org)) that allow students to more easily see the classes that qualify for university credit, and which do not. This helps students plot their path through two years of community college that will seamlessly fit into their four year-degree goal.

University Center concept: Many universities have developed partnerships with community colleges that put junior and senior level courses right on the community college campus. These centers take advantage of university baccalaureate programs by bringing them right to community college campuses.

As part of the University Center concept, universities put counseling facilities at the disposal of community college students, providing personal assistance to ensure students can move as seamlessly as possible from two year to four year institutions. The University Centers are also reminders to community college students that there is a path to the four-year degree on the same campus where they completed their Associate Degree course work.

Michigan's universities and their community college partners are providing the best of both worlds to

Michigan's students. It's another example of how higher education is collaborating to meet the needs of Michigan's talented students.

*Conway Jeffress is President of Schoolcraft College in Livonia. He's also chair of the , Michigan Community College Association Board of Directors. Thomas J. Haas is President of Grand Valley State University and chair of the Presidents Council, State Universities of Michigan.*

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## Michigan



Estimated First-Year Attrition	
15%	Rank: 10
Statewide Cost of Attrition	
\$26,471,338	Rank: 10

-- select another state --

< Return to Map

Two-Year Institution	Estimated First-Year Attrition	State Appropriations Lost	Student Grants Lost	Cost of First Year Attrition
Montcalm Community College	19%	\$196,265	\$73,045	\$269,310
Mott Community College	18%	\$492,597	\$257,399	\$749,996
Muskegon Community College	14%	\$396,375	\$114,594	\$510,970
North Central Michigan College	8%	\$116,407	\$34,759	\$151,166
Northwestern Michigan College	15%	\$737,053	\$390,299	\$1,127,352
Oakland Community College	14%	\$1,368,012	\$219,812	\$1,587,825
Saginaw Chippewa Tribal College	16%	\$5,640	\$5,567	\$11,206
Schoolcraft College	9%	\$574,454	\$108,541	\$682,994
Southwestern Michigan College	15%	\$421,397	\$115,220	\$536,617
St Clair County Community College	15%	\$615,469	\$169,056	\$784,525
Washtenaw Community College	14%	\$1,324,053	\$240,119	\$1,564,172
Wayne County Community College District	19%	\$2,017,554	\$647,928	\$2,665,482
West Shore Community College	11%	\$192,321	\$29,896	\$222,218

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College Measures is a joint venture of American Institutes for Research and Matrix Knowledge Group



## Hidden Costs of Community Colleges Web Tool

Nearly \$4 billion was spent by federal, state, and local governments over five years on full-time community college students who dropped out after their first year without completing their certificate or degree programs, according to the new report, "The Hidden Costs of Community Colleges", from AIR and College Measures.

Using U.S. Department of Education data, we have analyzed full-time students who didn't return for a second year, while adjusting figures to account for students who transferred to four-year institutions. The cost of dropouts would be higher if part-time students and other government funding, such as direct federal support and capital expenditures, were included in the analysis.

With states and localities spending far more than the federal government on community colleges, and nearly every state facing serious budget shortfalls, the cost of community college dropouts to state taxpayers is especially troubling.

Below, you can use our interactive web tool to see how much has been spent in taxpayer dollars to educate these non-returning community college students, both at the state and institution level. To access the full report, please [click here](#).

## Attrition Rates

-- select a state --

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College Measures is a joint venture of American Institutes for Research and Matrix Knowledge Group