GLEN OAKS COMMUNITY COLLEGE
2023-2024 ANNUAL REPORT

CONTINUING THE TRANSFORMATION JOURNEY

PRESIDENT DR. DAVID H. DEVIER IS RETIRING AFTER LEADING A DECADE OF CAMPUS TRANSFORMATION

GLEN OAKS WELCOMES DR. BRYAN NEWTON AS THE NEXT PRESIDENT

A TRIBUTE TO THE “FATHER OF GLEN OAKS”
- NORMAN H. HAAS
Welcome from Glen Oaks Community College. The reader may note that the 2024 annual report is coming out much later in the year than was previously the case. This decision was based on the desire to have the report reflect the academic year instead of the calendar year. As a result, this report is longer as it reports on eighteen months instead of twelve. The time frame change, along with the numerous activities to report on, has provided for a very rich addition for 2024.

This will be my last annual report, as I am retiring on June 30 after serving Glen Oak for ten and a half years. These years have been an amazing culmination to my forty-eight-year career and I have nothing but fond memories and feelings of fulfillment. I have been blessed to have worked with so many wonderful colleagues as we pulled together to move the college forward in every dimension. To say that the past ten years have been filled with dynamic change is an understatement. To commemorate this decade of change, a significant section of this report is dedicated to documenting all the progress. In addition, there are many current items to report on and I will outline these below.

One enlightening section introduces the college’s new president, Dr. Bryan Newton, who comes from Wor-Wic Community College in Maryland, where he was the vice-president for enrollment management and student services. He has a long career of community college experience to bring to Glen Oaks having worked at community colleges in Maryland, South Carolina and Indiana.

This year’s strategic plan update is included in detail, as are the results of an economic impact study sanctioned to provide details on the value that the college adds to the greater community. The plans for the south campus renovation project are outlined as the work is beginning after a long lead-up to securing the USDA loan. This project will complete the total renovation of the original building and provide for a facility that will serve well for another fifty years. There is also a section showcasing the proposed Center for Rural Sustainability.

There is a section on celebrating the past year’s successes on many fronts. The reader will be delighted by the amazing things going on all year. These are student-centered and community service at its best. There is also a section on the successes the college has experienced from several state and federal grants. These grants have provided the ability to address areas of improvement that would otherwise not be affordable in the general budget. Just one example is the $2,000,000 grant received from the state to help our associate degree nursing graduates pursue bachelor’s degrees from Baker College at no cost.

The section on our business outreach efforts provides details on the number of area businesses and employees served and the various types of offerings. We continue to be a critical provider of specialized training to business and industry.

The Glen Oaks Foundation shares how legacy gifts have and continue to shape the college. Remember that the Foundation is always delighted to work with potential donors, and to that end, there is a pledge mailer contained within.

There is a dedicated section for the award winners from both 2023 and 2024. What an amazing group of individuals who serve the college, graduated from the college, or have shown a light to the college! What a wonderful tribute to each person!

The section on athletics reveals the successes of the past year and a half on and off the court or field. Our student athletes make us proud as they play their hearts out and perform admirably in the classroom. Many live on campus in the Devier Suites, which makes for a lively campus culture.

In closing, I wish to thank all of the individuals who have made my time here at GOCC so rewarding. Patty and I have made lifelong friends and look forward to the years to come as we return from time to time. My heart will always be with the “Little College That Could!”

Best always,
Dr. David H. Devier
Message from the Board Chair

It is time to reflect on the time that has passed since my last message as well as the future at Glen Oaks Community College. This message comes with the downbeat of the retirement of Dr. David H. Devier as our president and with the upbeat of Dr. Bryan Newton starting his career as our new president. For those of us on the board, it is a mix of celebrating what has been accomplished and excitement for what is yet to come.

As you will see detailed later in this publication, Dr. Devier’s ten and a half years have been a time of transformation in both our physical facility and our institution as a whole. During this time, we have seen construction of student housing, a complete redevelopment of the concourse into a vibrant, welcoming, and usable space, complete restoration of the north part of our facility and countless other projects that make our college not only look better but function better. He has also spearheaded promoting dual enrollment and Early Middle College, which not only gives our area high school students a jumpstart on their college education, but bolstered our enrollment numbers during some lean times. His energy and positive thinking has been an invigorating influence on all around him. Speaking for the board, the last ten years has been exciting and challenging for all of us resulting in our becoming better trustees and individuals.

While remembering the past ten years successes, it is time to remember one of Dr. Devier’s pet sayings...”Used to be is dead.” With that in mind, we are excited to be looking to the future. Last fall, we engaged the Association of Community College Trustees to assist in the search for our new president. They were able to bring a solid slate of prospects to our search committee for evaluation which was narrowed down to three very solid candidates. From this, with great input from the college community and our own community, we were able to select Dr. Bryan Newton to be our next president. Dr. Newton brings a solid background in the challenges of community college administration, and we are looking forward to seeing where the next ten years takes us.

I would be remiss if I did not acknowledge the service of Nancy Percival on the board of trustees that ended with her retirement at the end of 2023. Nancy had a long career of service to the college as a student, employee and member of the board of trustees. She served as vice-chair of the board for many years and we will truly miss the calm wisdom that she brought to the meetings. The board unanimously voted to award Nancy trustee emeritus status and we wish her well in the next chapter of her life. The board unanimously voted to award Nancy trustee emeritus status and we wish her well in the next chapter of her life. With Nancy’s retirement, we were fortunate in having Rick Cordes agree to step into the vacancy. Rick was a member of the first class of students of the college at the old White Pigeon High School. He was a teacher and he also had a long career as a reporter for the Three Rivers Commercial News. He has been a strong proponent for the college. Welcome to the board, Rick!

As you can see, Glen Oaks Community College is constantly moving forward to provide affordable higher education opportunities to all of us. None of this would be possible without the hard working and innovative administration, faculty and staff of the college. On behalf of the Glen Oaks Board of Trustees, we are all proud to be a part of this great institution.

Bruce S. Gosling
Board Chair

Farewell and Thank You

This will be my last edition as editor of the Glen Oaks Community College Annual Report as I am retiring after nearly 12 years with the college, and an overall 45-year career in public relations. We began producing this publication in 2015 to coincide with the 50th anniversary of the college.

I will miss everyone and hope to see you all out and about in the community; however I look forward to less deadlines, some travel and more time with family.

It’s been fun making so many memories here! – Again, Thank you and farewell for now.

Valorie J. Juergens
Glen Oaks Welcomes New President

Glen Oaks Community College is pleased to announce the appointment of Dr. Bryan Newton as its new president. Newton brings over two decades of dedicated service in community college administration, with a rich background in enrollment management, student services, and leadership roles.

Most recently, Newton served as the vice-president for enrollment management and student services at Wor-Wic Community College in Maryland. His prior roles include vice-president for enrollment management and student experience at Aiken Technical College in South Carolina and vice-chancellor for student affairs at Ivy Tech Community College in Bloomington, Indiana.

Newton holds a Ph.D. in Education and Human Resource Studies from Colorado State University, a Juris Doctorate from The Ohio State University College of Law, and a Bachelor’s degree in History from Southern Illinois University at Edwardsville. His career also encompasses significant achievements in fundraising, human resources, legislative advocacy, marketing, and political advocacy.

“The caliber of candidates was outstanding, and the search process went exceedingly well,” stated Bruce Gosling, chairman of the GOCC Board of Trustees. “We are delighted that Dr. Newton has accepted our offer, and we are ready to get to work.”

Newton has been an active participant in various professional and community organizations, including his recent service as chair of the Maryland Chief Student Affairs Officers Group and his ongoing involvement with the American Association of Community Colleges. Locally, he is known for his leadership roles in community service, including his work with the United Way of the Lower Eastern Shore and Shore Leadership.

“I am honored and humbled to be chosen as the next president of Glen Oaks, stated Newton. “I plan to build on the excellent work of Dr. Devier and work together with Glen Oaks Community College employees and our students to continue the tradition of excellence they have established. The college plays a vital role in the educational and economic development of St. Joseph County, and I look forward to working with business and industry, government officials, secondary institutions, and other partners to continue to grow the college and the region.”

Newton has entered into a three-year agreement and will be on campus starting July 22, 2024. He will take residence at the esteemed Nora Hagen House.

Figure 1. Tuition and required fees for full-time, first-time degree/certificate-seeking undergraduate students: Academic years 2019-20 to 2022-23

<table>
<thead>
<tr>
<th>Academic Year</th>
<th>Tuition and fees Glen Oaks</th>
<th>Tuition and fees Comparison Group Median (N=24)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022-23</td>
<td>$4,056</td>
<td>$4,548</td>
</tr>
<tr>
<td>2021-22</td>
<td>$3,960</td>
<td>$4,385</td>
</tr>
<tr>
<td>2020-21</td>
<td>$3,744</td>
<td>$4,263</td>
</tr>
<tr>
<td>2019-20</td>
<td>$3,672</td>
<td>$4,150</td>
</tr>
</tbody>
</table>

Figure 2. Graduation and transfer-out rates of full-time, first-time degree/certificate-seeking undergraduate students within 150% of normal time to program completion: 2019 cohort

<table>
<thead>
<tr>
<th>Measure</th>
<th>Glen Oaks</th>
<th>Comparison Group Median (N=24)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduation rate (N=24)</td>
<td>36%</td>
<td>24%</td>
</tr>
<tr>
<td>Transfer-out rate (N=23)</td>
<td>18%</td>
<td>19%</td>
</tr>
</tbody>
</table>

NOTE: The tuition and required fees shown here are the lowest reported from the categories of in-district, in-state, and out-of-state. N is the number of institutions in the comparison group.


NOTE: Graduation rate cohort includes all full-time, first-time degree/certificate-seeking undergraduate students. Graduation and transfer-out rates are the Student Right-to-Know rates. Only institutions with mission to prepare students to transfer are required to report transfer out. For more details, see the Methodological Notes. N is the number of institutions in the comparison group.

WE'RE GOING TO
GREECE

JOIN US!

May 9th - 17th, 2025
Athens, Delphi, Cape Sounion, and MORE!

Glen Oaks is hosting our annual study abroad program in May, 2025 and we'd love for you to join!

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GOAL 1: Our students will succeed.

Objective 1: By August 2026, of those testing at a pre-college level in math, increase the proportion of credential-seeking students who successfully complete college level math by 3%. The 2020 VFA baseline is 17.6%.

Objective 2: By August 2026, increase the proportion of credential seeking part-time students attaining an associate degree or certificate by 3%. The VFA 2023 baseline is 40.3%.

Objective 3: By August 2026, decrease the performance gap to ≤ 0.35 for the following items on the Student Satisfaction Inventory (SSI):
  • Receive ongoing feedback about progress toward my academic goals.
  • Faculty provide timely feedback about my academic progress.

Objective 4: By August 2026, meet or exceed the national benchmark (50th percentile) for Engaged Learning on the Survey for Entering Student Engagement (SENSE). The 2022 baseline rate is 43.2%. *

Objective 5: By August 2024, establish pathways for all programs of study.

Objective 6: By August 2026, implement three additional features of Watermark to enhance communication and track key engagements with prospective and enrolled students.

Objective 7: By August 2026, eliminate the gap between student-athletes’ mean GPA and that of the overall student population. The 2022-23 baseline is 2.95 for student-athletes and 3.19 for the overall student population.

GOAL 2: We will become a Community Model committed to the values of Diversity, Equity, and Inclusion.

Objective 1: By August 2025, improve overall employee satisfaction related to the college’s commitment to diversity, equity, and inclusion, as evidenced by achieving a minimum satisfaction rate of 60% on the PACE survey for the following items:
  • The College maintains a campus culture that values diversity of opinion.
  • The institution effectively promotes diversity in the workplace.

Objective 2: By August 2024, the college will revise and enact an employee recruitment plan aimed at diversifying the faculty and staff to better match the student profile.

Objective 3: By August 2026, implement a diversity lecture series for students. *

Objective 4: By August 2026, increase student engagement in college committees to seek ideas, perspectives, and voices of the community we serve. Achieve and maintain a minimum of two student committee members per academic year. *

Objective 5: By August 2026, support faculty and staff by providing two new professional development opportunities in cultural competency and inclusion. *

Objective 6: By August 2026, create and invest in spaces that value diversity. *

Objective 7: By August 2026, increase both curricular and co-curricular learning opportunities that advance cultural competence, diversity, and inclusion. *
GOAL 3:
We will continue to grow in stability and innovation.

Objective 1: New: By August 2026, overall enrollment (as measured by fiscal year equated students, or FYES) will reach or exceed the pre-pandemic level of 760, representing an increase of 9.4% from 2022-23.

Objective 2: By August 2024, plan and conduct a Summer College for Kids program enrolling twenty-five area middle school students to begin building a college going culture within traditionally non-college attending families.

Objective 3: By August 2024, establish a new and/or update an existing vocational certificate and/or degree program that aligns with one of the “Southwest Michigan Career Outlook (through 2030)” high-wage or in-demand careers established through the Michigan Bureau of Labor Market Information and Strategic Initiatives.

Objective 4: By August 2024 migrate the Ellucian Colleague ERP to the cloud.

Objective 5: By December 2024, complete Phase Two of the five-year capital outlay plan via a 7.7 million-dollar USDA loan.

Objective 6: By June 2024, the college will investigate the potential for solar energy installation on campus.

Objective 7: Increase revenue opportunities during the summer term by offering housing for local business internships and summer camps for the college and community. Baseline for 2023 is three individuals served.

Objective 8: By August 2024, conduct a compensation study to promote growth, consistency, and transparency.

Objective 9: By January 2025, publish a digital dashboard on the college website reflecting key performance indicators (KPIs) related to student success.

Objective 10: With Foundation support, secure funding to procure and install an irrigation center pivot on the Hagen Farm and utilize the equipment to explore additional curriculum related to irrigation and water management.

GOAL 4:
We will expand and strengthen our collaborative relationships.

Objective 1: By August 2024, provide wide community access to diverse perspectives and relevant national issues via the Viking Speaker Series, reaching a minimum of 600 attendees each year.

Objective 2: By January 2025, increase the faculty presence in high schools to promote academic programs to both CTE and traditional GOCC student populations.

Objective 3: By January 2024, a minimum of four courses will have been taught in county high schools using synchronous educational technology made available through the GOCC Center for Rural Sustainability grant.

Objective 4: By January 2025, expand advisory meetings to include additional students, business and industry partners, and the ISD (as appropriate) at bi-annual advisory committee meetings.

Objective 5: By January 2025, increase the number of articulation agreements by 25% and communicate transfer pathways to students through multiple sources.

Objective 6: By July 2025, conduct a minimum of 29 Going Pro Talent Fund (GPTF) trainings for area manufacturers and businesses, reflecting an increase of 38% over 21 training sessions offered in 2022-23.

Objective 7: By July 2025, under the GPTF, hold a Sales and Leadership Summit in which a minimum of 20 individuals will engage (i.e., 10 for each, sales and leadership).

Objective 8: By July 2025, a minimum of two new Michigan New Jobs Training Program (MNJTP) contracts will be secured.

Objective 9: By December 2024, increase the number of Motorcycle Safety Program – Basic Rider course by 25%. Baseline for 2023 is 16 sessions.

Denotes new objectives
Approved by BOT, 9/14/23

Members of the Glen Oaks Community College Board of Trustees, Leadership and College Council met for the Annual Strategic Planning Retreat in July, 2023. Participants reviewed progress on the Strategic Plan, and were involved in discussions and planning for revisions.
Economic Impact Study

Impacting the economy locally and throughout the region — $9.6 annually

An independent report provided to Glen Oaks by Lightcast, a labor market analytics firm, found that the college operations injects over $9.6 million into the local economy annually. This is a significant positive impact on the business community that generates a return on investment to its major stakeholder groups—students, taxpayers, and society.

The study focused on 13 zip codes across St. Joseph, Branch and Cass Counties spotlighting the fiscal year 2021-2022.

Here are some of the takeaways from the Lightcast report:

Economic Impact Analysis

In FY 2021-22, GOCC added $39.9 million in income to the GOCC Service Area economy, a value approximately equal to 1.6% of the region’s total gross regional product (GRP). Expressed in terms of jobs, GOCC’s impact supported 665 jobs. For perspective, the activities of GOCC and its students support one out of every 50 jobs in the GOCC Service Area.

Operations spending impact
• GOCC employed 120 full-time and part-time faculty and staff. Payroll amounted to $8.6 million, much of which was spent in the region for groceries, mortgage and rent payments, dining out, and other household expenses. The college spent another $6 million (excluding construction) on day-to-day expenses related to facilities, supplies, and professional services.
• The net impact of the college’s operations spending added $9.6 million in income to the regional economy in FY 2021-22.

Construction spending impact
• GOCC invests in construction each year to maintain its facilities, create additional capacities, and meet its growing educational demands, generating a short-term infusion of spending and jobs in the regional economy.
• The net impact of GOCC’s construction spending in FY 2021-22 was $454.6 thousand in added income for the GOCC Service Area.

Student spending impact
• Around 20% of students attending GOCC originated from outside the region. Some of these students relocated to the GOCC Service Area. In addition, some in-region students, referred to as retained students, would have left the GOCC Service Area for other educational opportunities if not for GOCC. These relocated and retained students spent money on groceries, mortgage and rent payments, and other living expenses at regional businesses.
• The expenditures of relocated and retained students in FY 2021-22 added $555.6 thousand in income to the GOCC Service Area economy.

Alumni impact
• Over the years, students have studied at GOCC and entered or re-entered the workforce with newly-acquired knowledge and skills. Today, thousands of these former students are employed in the GOCC Service Area.
• The net impact of GOCC’s former students currently employed in the regional workforce amounted to $29.3 million in added income in FY 2021-22.

Investment Analysis

Student perspective
• GOCC’s FY 2021-22 students paid a present value of $3.8 million to cover the cost of tuition, fees, supplies, and interest on student loans. They also forwent a value of $1.8 million in time and money had they been working instead of attending college.
• In return for their investment, students will receive a cumulative present value of $35.4 million in increased earnings over their working lives. This translates to a return of $6.30 in higher future earnings for every dollar students invest in their education. Students’ average annual rate of return is 20.8%.

Taxpayer perspective
• Taxpayers provided GOCC with $11.2 million of funding in FY 2021-22. In return, they will benefit from added tax revenue, stemming from students’ higher lifetime earnings and increased business output, amounting to $12.4 million. A reduced demand for government-funded services in Michigan will add another $1.6 million in benefits to taxpayers.
• Total taxpayer benefits amount to $14 million, the present value sum of the added tax revenue and public sector savings. For every dollar of public money invested in GOCC, taxpayers will receive $1.30 in return, over the course of students’ working lives. The average annual rate of return for taxpayers is 1.3%.

Social perspective
• In FY 2021-22, Michigan invested $20.6 million to support GOCC. In turn, the Michigan economy will grow by $148.7 million, over the course of students’ working lives. Society will also benefit from $5.1 million of public and private sector savings.
• For every dollar invested in GOCC in FY 2021-22, people in Michigan will receive $7.50 in return, for as long as GOCC’s FY 2021-22 students remain active in the state workforce.
The Economic Value of Glen Oaks Community College

About GOCC
- 1,639 Credit students
- 266 Non-credit students
- 120 Employees

Economic impact analysis

1 out of every 50 jobs in the GOCC Service Area is supported by the activities of GOCC and its students.

Alumni impact
- Impact of the increased earnings of GOCC alumni and the businesses they work for
- An economic boost similar to hosting the World Series
- 5x
- $29.3 million Added income
- 515 Jobs supported

Operations spending impact
- Impact of annual payroll and other spending
- $9.6 million Added income
- Enough to buy 203 new cars
- 138 Jobs supported

Student spending impact
- Impact of the daily spending of GOCC students attracted to or retained in the region
- $555.6 thousand Added income
- Enough to buy 45 families* a year’s worth of groceries
- 4 Jobs supported

Construction spending impact
- Impact of expenditures for ongoing construction projects
- $454.6 thousand Added income

Investment analysis

For every $1...
- Students gain $6.30 in lifetime earnings
- Taxpayers gain $1.30 in added tax revenue and public sector savings
- Society gains $7.50 in added income and social savings

The average associate degree graduate from GOCC will see an increase in earnings of $8,300 each year compared to someone with a high school diploma working in Michigan.

Devier Leads a Decade of Transformation

Glen Oaks President Dr. David H. Devier is retiring after leading a decade of campus transformation

After serving as president of Glen Oaks Community College for more than a decade, Dr. David H. Devier is retiring and he and his wife, Patty, will be moving back to their much-loved hometown of Ada, Ohio.

It was over ten years ago when Devier was chosen to lead the college. He stepped onto a campus where enrollment had hit a low point, the leadership was working hard to keep the finances in the black and the nearly 50-year-old facility was in great need of maintenance and repairs. Buckets lined the main skylit hallway collecting water from a leaky roof that had plagued the college on and off since the administrative wing was constructed in 1995.

“These were the types of challenges that sparked excitement and interest for Devier, as being a shop teacher by trade, he was someone who was enthusiastic and ready to come in and tackle all of this,” said GOCC Board Chair Bruce Gosling, who served as trustee at the time of President Devier’s hiring.

“Fast forward to today – enrollment is up,” said Gosling. “The college is well in the black financially, and an abundance of projects have transpired under Devier’s leadership.”

Renovations modernize campus while tackling maintenance needs

It’s no secret that President Devier has led many projects to completion — more than one could have imagined and they are highlighted in the timeline as part of this article.

With the support of the board, Devier spearheaded the idea to construct campus housing in what is known as Devier Student Suites in 2017 and he led the renovation of the grand concourse in 2019. Both projects were funded through a USDA loan, which was a newer creative way to get things done. The north campus renovation project began in 2022 and is now complete. It included the Technology Wing which houses the trades, the E. J. Shaheen Learning Commons (library and tutoring and testing center), and a new art studio. In addition, the exterior walls were encapsulated with a modern metal insulated siding system.

“If that’s not enough, under David’s leadership, we recently launched a project that will result in the transformation of the south campus,” said Gosling. “This project will be the third USDA loan project. Highlights include the renovation of the foyer to Ken Schuler Court, and complete demolition of two old locker rooms to make way for four locker rooms to better accommodate the visiting sports teams. The Nora Hagen Theatre will be converted into an instructional auditorium and the upper-level D-Wing will be renovated to house labs and classrooms for Allied Health programs. The Fitness and Wellness Center will be expanded to include the area above Ken Schuler Court and a new roof will be installed over the gymnasium.”

Main Hallway Skylight Repairs

Skylights covering the 1995 flat roof hallway were causing significant leakage. Reparation required complete replacement of all seals. Total college investment: $350,000.

Devier Student Suites Construction

Using a loan from the USDA, Glen Oaks constructed a 106-bed apartment-type student housing facility. It includes a full apartment for a live-in residential director and 2- and 4-bedroom suites that include a full kitchen and a private bathroom for every two residents. Total college investment: $6.5 million – USDA Funding.
“Prior to my arrival on campus, there were many years where the college didn’t have the funds to make repairs, so maintenance projects were limited,” said Devier. “And we weren’t as competitive with our neighbors to the north and west. With support from the board, and by finding creative ways to get the work done, we were able to push through the projects. When it is all finished, we will have nearly a brand-new campus that’s inviting and exciting.”

And the plan seems to be working as enrollment is growing. More and more people are looking at their next level of education, plus Michigan has incentive programs for both traditional and adult students. Today, the college has the highest number of students than it has had in over a decade.

**Growing enrollment through the high school population**

Although his legacy in the local community will most likely be remembered as the one who transformed campus facilities, his inspiration and success in growing enrollment through programs for high school students serves as a model for two-year colleges across the country.

“Dr. Devier’s leadership in maximizing dual enrollment opportunities for high school students will be a part of his incredible legacy,” said Brandy Johnson, Michigan Community College Association president.

After establishing an Early Middle College program open to area secondary students in 2015, enrollment from the area’s high school population in this program (along with dual enrollment classes and career and technical education classes) soared to over 60 percent of total campus enrollment – a percentage that had previously been unheard of at community colleges.

“Providing students with free college credit is one of the most important parts of what we do,” said Devier. “Oftentimes, we are helping first-generation college students who may not otherwise have the chance to attend. Our programs provide them opportunities to take credit-bearing classes while the state picks up the cost. During the Winter 2024 semester, there were 801 high school students enrolled with an overall total enrollment of 1354.”

Continued on next page
**What is President Devier most proud of?**

"On the facilities side I’m delighted with all that we’ve been able to do," said Devier. "We constructed campus housing — it was a hard pull and somewhat of a risk, but it’s a beautiful facility and now in its seventh year, we realize we should have made it a little bigger. And the renovation of the grand concourse provides a shockingly inviting new level of ambiance for the students, and I'm glad we were able to do the metal encasing on the exterior walls.”

Most would say that the college is in a far, far better place than it was a decade ago. "We were struggling both in our position within the community and within the organization when I arrived," said Devier. "We've been able to have successes build on successes.”

"High-school dual enrollment has been an amazing asset for this community," Devier continued. "Early Middle College students are graduating with nearly all receiving associate degrees.”

In Devier’s 10 years at the college, dual enrollment students alone have transferred to over 260 different institutions in the world, while not having to bear the cost of credits received at Glen Oaks.

In total Glen Oaks students have transferred to over 300 institutions. Devier praises the K-12 partners for their support. “Our relationship with the educational administrators, teachers and advisors in the community is important and it is sometimes an incredible balancing act — but they are to be commended for their support of these programs and ultimately the students. I’m most proud of this and all the people who help make that happen as it takes everyone to pull that rope.”

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**Parking Lot Repaving/Campus Landscape Improvements**
The college completely resurfaced all parking lots. Additional parking was created next to the Tech Wing after removing the old exit mounds.
Total college investment: $300,000.

**Electric Line Relocation for Housing Wells**
The college was served by two power companies. After numerous power outages it was determined to move to one system for housing, and to run power 1200 feet to the housing water pumps to guarantee consistent power.
Total college investment: $600,000.

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**North Campus Renovation**
*(Technology Wing, Learning Commons and Art Studio)*
In 2021, the college began renovation of the 1971 Technology Wing. This consisted of constructing two new classrooms, one for automotive and one for welding. There was a completely new welding lab built with 20 booths and state-of-the-art exhaust systems. The automotive lab was revamped adding several new auto lifts. The exterior was encased with metal.
Total college investment: $350,000.
North Campus – E and F Wing and the Learning Commons

The new E. J. Shaheen Learning Commons (Library and Tutoring and Testing Center) was completely renovated. Features include a new circulation desk, staff office, four new collaboration rooms, a café area, new furniture and electrical charging stations to support today’s technology – all in a brightly lit area. The goal: To provide a usable, comfortable, learning environment for students to stay for an extended period. In addition, a new exterior wall was installed enclosing the old bowed walls with steel insulated panels. Total investment $7.3 million (State capital outlay project – ½ college; ½ state).

We have absolutely the highest dual enrollment percentage in Michigan and one of the highest in the country. Most high school students in the county graduate with some college credit. In the 2010 census, the number of working age adults who had ‘some’ college was 27.3 percent. In the 2020 census, the number rose to 51 percent – we know that our dual enrollment programs are directly related to this increase.

“Glen Oaks in the business community

“I’m a shop teacher and all my life I’ve been teaching technical subjects and really value the trades and those activities. When I first came here, we had really kind of gone into a black hole – and businesses were dissatisfied because we had shut down some programs that are now back in place,” said Devier. “I’ve always worked with business and industry – that’s the world I’ve been close to. It’s been an unbelievable partnership with everyone in the region.”

Continued on next page

Restoration of the Existing Maintenance Building

A windstorm caused severe roof damage from a toppled tree leading to an insurance claim that was applied to the roof restoration and a new exterior metal wall system that increased the insulation and improved appearance. Total college investment: $80,000.
**Biggest challenges**

“In March of 2020,” said Devier. “Over night we transferred all courses to remote which was a huge challenge. This was especially true for dual enrollment students who did not have internet access at home. Our amazing faculty put their hearts into meeting this challenge and we came out of the pandemic a better institution, more suited for the 21st century learner,” continued Devier.

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**Restoration of the Dresser Business Development Center**

In 2022, the heating system froze causing water damage to the main conference room and computer labs. Due to contractor error, this repair was funded by insurance and resulted in a complete refurbishment of the walls, ceilings, floors, and fabrics.

Total investment: $110,000.

**Construction of the Transportation Center**

A new 10,000 square-foot steel-engineered building was built to house all college vehicles, including vans, autos, tractors, mowers and other rolling equipment.

Total college investment: $610,000.
What's next?
This is President Devier's 48th year in education. Is 48 is enough? He says 'maybe?'

“I’ve had a great time here,” said Devier. “What’s next? – I’ve taught at least one course every term since the fall of 1977. I’m not sure how I will release from that. Over time and especially through COVID, the modalities have changed.”

“I can’t see myself not doing something related to education,” says Devier. “I restore vehicles and have built an amazing shop at our home which is right across from Ohio Northern University in Ada, Ohio, where I spent 20 years of my life as a student and a professor – my son is assistant principal of Ada High School and lives on the family farm.”

Devier says it will be great to get to the things that he’s been putting off. “We have 33 acres of woods that needs attention so I’ll be doing some logging and building furniture.”

Devier expects to continue to serve in the community as a volunteer. He has been in Rotary all his life and will most likely serve in the Ada Chapter.

He and Patty also plan to travel and they have a trip to Alaska planned for this summer.

“We’ll see how it all plays out,” said Devier. “I’ve built an office in the shop – so interim work is always a possibility.”

“I’ve felt incredibly welcomed and supported during my time here,” said Devier. “I couldn’t have even dreamt of having the successes that we have had. It couldn’t have been accomplished without the support of the trustees and all of the great people that I’ve been able to work with every day – and perhaps a bit of luck here and there.”

— President Devier

Renovation of A Wing Restrooms
The college completely renovated the restrooms inside the main entrance. Total college investment: $156,000.

South Campus Renovation
The $7.7 million south campus renovation was launched in early 2024. Included in the project are Ken Schuler Court and locker rooms, the fitness center, the Allied Health laboratories, many offices and related spaces. In addition will be the complete encasement of the exterior walls to match the north campus. Total estimated college investment: $7.7 million - USDA funding.
The setting was spring of 1965 — Lyndon B. Johnson was president of the United States, Michigan’s Governor was George Romney, the US had just entered the Viet Nam War, the magical film and musical “Mary Poppins,” was still running in theatres after nearly 10 months, and 39 cents would buy two loaves of bread.

In St. Joseph County, area school superintendents had long been in discussions about setting up a community college in St. Joseph County, Michigan. Voters were being asked to decide the fate of the project in support of a proposition of 1.5 mils to pay for the creation of the school; and to select six county residents to serve on the governing board.

Leading the effort behind all of this was the late Norman H. Haas, who today is referred to as the “Father of Glen Oaks.” The vote took place on June 14 of that year. Heavy balloting was recorded throughout the county with voters endorsing the project by a 4-to-1 margin.

Haas, along with six other residents, was elected on that day to a six-year term on the board. He had the highest number of votes and within two weeks he was voted in as the first chairman of the board of trustees for the county’s new community college. His charge: To select a site, construct a building, secure a president, establish programming, recruit students, and manage finances.

Haas was up to leading that challenge and quick to arrange a field trip for the new trustees to visit community colleges to see and learn from other facilities. He soon set up a meeting with a community college planning consultant to meet with the board.

In just over a month, Haas found himself in the thick of things — interviewing candidates for a college president; meeting with area landowners in search for a site for the facility; touring potential building sites to gage the work of architects wanting the construction work, putting together a budget and inviting local citizens to help to establish a name for the school.

The board soon appointed Dr. George W. Bowman, president of Marshalltown (Iowa) Community College to serve as the first president. He had increased the enrollment there from 200 students in 1960 to 900.

Of his accomplishments throughout his 98+ years, Norm had written about his biggest and best accomplishment.

Number one, and the easiest was raising my 7 children. My greatest happiness is seeing my children, grandchildren, and great-grandchildren happy, successful, and a credit to their family. My near perfect family has been, and are, a joy to me beyond description. I believe part of the reason I love my family is because they love each other, are tolerant, understanding, and forgiving. I believe these are the qualities that make happy, functional families who love and respect each other and their parents.

Dad was always a proponent of education. I had seen it before in supporting bond issues at Mendon. But when the opportunity to build a community college in St. Joseph County came along, it just lit something in him. From then until the votes were counted, the construction completed, and the move into the new building was complete he was consumed by the project.

Evenings at home revolved around the college. He would talk about help from Lansing, and other places, obstacles that came up, people that he needed to get on board, and the next steps in the process. He spent a lot of evenings thinking out loud about what needed to get done. There were lots of roadblocks along the way, but I only remember him talking about how he was going to deal with this one or that one. They were, to him, steps in the process of creating the college. The only time I saw any doubt was election day. He knew he had covered all the bases, but an election is an uncertainty that you have to let happen. Once the bond passed, he thought he was done. That only lasted a few days. He seemed a little reluctant to get into the next phase, but it was soon clear to him that he was needed, and he took on that task with the same enthusiasm.

I also remember one evening, Norm heard that Nora Hagen’s dog had died. He left and helped her bury the dog.

Paul Haas
Norm’s son
By early September, the board chose the name Glen Oaks Community College – the desirability of the name since early settlers built their homes in oak groves and clearings.

As the site for the college was being debated heavily in the community, it was then that Miss Nora Hagen, a retired teacher, had been concerned about what would happen to her farm when she was gone. She wanted to be assured that the Hagen name would be remembered. Being a former educator, giving her land to the college seemed to be a perfect solution. She made a formal offer in early fall of offering up her entire farm in Sherman Township to be used as the site for the central campus of Glen Oaks. Her gift was accepted in a special meeting in October.

The college opened its doors to students on September 18, 1967 in the old White Pigeon High School while the new campus was under construction. Classes were moved to the new facility on February 4, 1969.

Although much more could be said, thus were the early beginnings of Glen Oaks Community College. Haas served on the Glen Oaks board from it’s beginning in 1965 to June, 1977. He passed away in early 2023.

Born September 18, 1924, Norm Haas was born and raised in Mendon, graduating from Mendon High School. He enrolled in the University of Michigan where he played the clarinet in the U of M Marching Band and briefly studied engineering.

He was there a short time before serving as a Navy SeaBee in the South Pacific in World War II from 1943-1946.

Shortly after returning home, he married his first wife, Genevive LaBombard and continued his studies at Western Michigan University and Tri-State College, graduating with a bachelor’s in mechanical engineering, preparing him for his second best accomplishment – The Haas Corporation as Norm and his extended family are said to have built it from a chicken coop and car barn, to one of the best plastics companies, and best places to work in the custom plastic molding business.

Throughout his adult life, he brought the same desire to serve he felt during the war, into his service to his family and community. He served as mayor of Mendon for five years. Norm and Genevieve had four children, Paul, Don, Gary, and Barbara. Genevive passed away in March of 1961.

Norm was a member of Kiwanis and served as president for several years. He enjoyed being a part of and performing in the Kiwanis Showboat fundraiser every year. Music was a big part of his life and he is said to have played a mean clarinet, and a hoppin’ piano – all by ear. He met and fell in love with his second wife, Ana, at Showboat rehearsals. They married soon after and had three children together – Cyndi, Brenda, and Nikki.

Throughout his life, Norm wore many hats. He worked his way up to president of Haas Corporation. After he “retired” from Haas Corp, he spent the next 30 years working as a real estate broker, business consultant, part-owner of Whistle Stop Restaurant, part-owner and mentor at Sound Machine Studios, and part-time instructor at WMU. His last job was working as a time management consultant and mentor for Pro Co Sound from 1985-1999. He quickly earned the title of “cheerleader.”

Norm’s sincere enthusiastic optimism was contagious. He enjoyed life, sharing his love, wisdom, and humor with family and friends.

(Excerpts taken from Norman H. Haas obituary)
North campus renovation is complete; South Campus project in full swing

Stepping into the Athletic Wing and Ken Schuler Court will look a lot different very soon. With the north campus renovations now complete — work is now underway on several major projects on the south side of campus and will include a new entrance to the athletic wing, renovation of two existing home team locker rooms, construction of two visiting sports team locker rooms and an expansion of the fitness center.

Utilizing a $7.7 million USDA loan, the project also includes conversion of the Nora Hagen Theatre into an instructional auditorium with fixed tables and swivel seats to accommodate larger class sizes. The Allied Health classrooms and labs will move into a newly renovated area which was formerly the art studio in the upper level of D Wing. And finally, the metal exterior wall system is being installed on the concourse and south campus to match that of the recently completed north campus.

“The recent renovation of the north half of the campus (Learning Commons, Art Studio and Technology Wing) set the stage for the remaining south half, which will complete the updating of much of the interior of the original 1969 facility,” said Glen Oaks President Dr. David H. Devier. “The end result is to provide an inviting campus where all will be delighted to study and work.”

In mid-February of this year, faculty, staff, students and community members gathered to mark the completion of the North Campus project and kick off the South Campus project. Pictured unveiling the rendition are board members Bruce Gosling and Elizabeth Datkovic.

Cutting the ribbon in celebration of the completion of the North Campus project from left are: Glen Oaks representatives Clarice Green, Dr. David H. Devier, Rick Cordes, Elizabeth Datkovic, Bruce Gosling, Matt Birkam, Associated Glass and Metal (AGM); Howard Williams, Miller Davis; Rod Lopez and Lanre Ajayi.
Eight years ago, Glen Oaks introduced an agricultural equipment technology program with the focus of teaching students how to repair and maintain ag equipment such as tractors, combines and planters.

“We started from scratch,” said Reid Leaverton, professor of agricultural equipment technology. “With the amount of farming in this part of the country, it was an opportunity to put us on the map in the agricultural world. There is a shortage in ag technicians throughout the nation.”

Since the program’s early beginnings, students have been farming 65-acres of the Glen Oaks campus, so they receive hands-on experience in learning to plant, till, and harvest the crops.

“The program is supported through lots of relationships with our community partners,” said Leaverton. “We don’t own any of our own equipment, and we have been grateful to be able to hold our classes out of the Burnips New Holland dealer in Three Rivers.”

“However, it’s time to think about making our ag programs more robust,” said Leaverton.

The college is looking to expand the program to include a center pivot on campus and has been partnering with local area irrigation companies, primarily Iron Circle, out of Three Rivers. The hope is to be able to offer an agricultural irrigation program.

“We are one of the most heavily irrigated counties in the Midwest,” said Leaverton. “This program would allow us to service a different aspect of agriculture as pivot companies are looking for technicians just as much as ag dealers are looking for machinery technicians. The closest institution offering this type of program is in Nebraska.”

Another part of the project would be to house the programs on campus rather than having to travel 14 miles away. “Our hope is to construct a new facility that will house the Ag Equipment Technology program as well as portions of a Center for Rural Sustainability,” said Leaverton. “The center will provide support to the regional agricultural industry and rural community in meeting its workforce needs, advancing agricultural technology, and serving as a cross-disciplinary hub for agricultural research and related activities.

“This expansion will allow Glen Oaks to expand from agricultural equipment technologies into the related areas of irrigation, water ecology, water treatment, plant pathology, and IT as they relate to the agricultural field,” said Leaverton. “This additional layer will complement the use of the Hagen farm, a fully operational on-campus farmstead, and help address the critical need for sustainable agricultural practices that promote environmental stewardship and water quality, social responsibility, and economic profitability.”

Last fall, the Glen Oaks Board of Trustees approved the hiring of Design Collaborative, of Fort Wayne, to help design a new agriculture building on campus. The plan calls for a 75 by 100-foot steel frame structure with 20-foot side walls and oversize garage doors and floor space to accommodate large machinery. The building will be self-contained to include a classroom, restrooms, a breakroom, and tool crib.

The college is waiting for approval for federal earmark funds to help fund the project.
Although Dr. Ren Hartung, Glen Oaks professor of anatomy and physiology, has always had a love for nature and a vision of expanding the trails through 90 acres of campus, the straight-line winds from the August 2021 storm flattened hundreds of trees, leaving the existing trails closed due an incredible amount of downed timber and brush.

The father of three, and full-time professor, talked with his buddy, Gerald (Jerry) Barkley, a former Glen Oaks math professor, who has always loved the campus. "Every Saturday, with chain saws in hand — branch by branch, we began the cleanup process of sawing trees to clear the existing trails," said Hartung. "We worked for months and there were times a few others joined us as we also had help from Reid Leaverton, professor of agricultural technology."

Soon the hard-working volunteers obtained the use of a skid loader provided by Ken Campbell, a local citizen, making the process run quicker, smoother, and safer. The sale of seasoned firewood from the cleanup was set up to benefit the Glen Oaks Community College Foundation.

“The following spring, we created a group ‘Vikings Outside – Friends of the Glen Oaks Community College Outdoors’ to engage students, employees and community members in exploring and pursuing ideas for outdoor activities,” said Hartung. “Although the group was small, we were able to kick off several projects including one where we collected several five-foot logs out of eight-inch diameter black locust trees cut into posts, and students helped paint these trail marker posts.”

A disc golf course was set up earlier in 2020 to help get students out and about during the pandemic. The course was designed by Reid Leaverton and begins at the south corner of the main parking lot. Campus activities obtained the baskets and the maintenance staff installed them. Participants can bring their own discs or check them out from student housing.
“Over the past year and a half, we have developed a trail map depicting the trail lengths and continued to make improvements as we worked on trail expansion,” said Hartung.

When asked about the long-term vision for the outdoor space, Hartung hoped to continue to upgrade and improve the trail system as well as the disc golf course.

“We’ve also talked about exploring ideas for outdoor exercise equipment, as well as exploring ways to make use of our pond and local lake for paddling by creating a launch area. A lot of people don’t realize that the north side of the pond includes access to Lake Templene. More thought needs to go into what it will take to get a canoe or kayak in the water from that spot.”

“The ideas are endless,” said Hartung. “Discussions have included the possibility of adding benches, trash cans, and a pavilion along the hiking trails. Another plan is to create educational displays that identify trees and plants on the trails. We are hoping to find funding for signage for this project.” Other ideas include creating the addition of mountain biking trails and promoting the trails for birding as there are a number of birders in the county.

Hartung encourages everyone to come out and enjoy outdoor activities available on campus as the community college is supported through tax dollars.

“Long term we couldn’t be clearing the dam on a regular basis, and we didn’t want to trap and kill the beavers,” said Hartung. “We had to figure out a long-term solution and through the research of GOCC Professors Jeff Hucko and Jerry Barkley (fellow scientists), we determined that beavers build based on the sound of running water and the feel of water flow. So, we needed to let the water drain in a way that the beaver couldn’t hear or feel – in other words, we had to outsmart the beaver.”

“By investigating and learning what science already knows about beaver behavior and some mechanical problems that others have solved, we were able to design a system that allows water to flow without the beaver being able to sense and stop that flow,” added Hartung.

The GOCC maintenance team designed a large wooden box to cover the drain and allow the pond water level to rise as they need enough water for the planned irrigation system. Currently, the beavers are helping that situation by sealing up cracks in that box.

Once in place (installation planned this summer), the well-thought-out solution, along with some vigilance, will prevent the pond from overflowing in the future.
Glen Oaks was in the public eye over the past year – showcasing high school dual enrollment programs on a national level as well as the college’s agricultural programs on a regional level.

The college was featured on “Viewpoint with Dennis Quaid,” an award-winning, short documentary series. The segment featured how education is changing lives for today’s high school students. The video included interviews with two former Early Middle College students Jenny Valdez and Anthony Riddle.

Earlier this spring, the college was featured in print in Forbes and Fortune magazines covering the Grand Rapids and Lansing regions. GOCC President Dr. David H. Devier was interviewed for the edition about how high school students are using Glen Oaks to earn upwards of 60 credit hours and attain their associate degree at no cost as classes are paid for by the K-12 system. The college has over 60 percent enrollment with high school students in St. Joseph County and neighboring counties.

Regionally, the Glen Oaks agriculture programs were featured as the cover story in the October, 2023 issue of the Midwest Energy Country Lines magazine in an article titled “Small town innovation at Glen Oaks Community College.” The article also highlighted GOCC alumnus Collin Dussel, who talked about research that is being done using a newer organic soil conditioner on the campus farm to test crop yields.

Glen Oaks forms AAWCC Chapter
In 2023, Glen Oaks formed a chapter of the American Association for Women in Community College, (AAWCC). The chapter sponsors programs to promote growth, leadership, success, and advancement of women and is part of a national organization that champions women at community colleges.

PTK achieves high marks
The Glen Oaks Phi Theta Kappa (PTK) Alpha Omega chapter continues to achieve high marks at regional competitions. The chapter recently had the highest rankings ever receiving third place out of 28 chapters for the Honors in Action award, and fourth place in the Most Distinguished chapter in the region. Congratulations to Sarah Henry who received the Paragon Award for New Advisors, and Ben Fries, who received the Continued Excellence Advisor Award.

Glen Oaks in the media spotlight – nationally and regionally
Glen Oaks Speaker Series features John Quiñones
Glen Oaks welcomed ABC News veteran, creator, and host, John Quiñones, to Sturgis last September as part of the 2023 Viking Speaker Series. His talk was titled “Opportunity Through Education: John Quinones’ American Dream.”

Photo: Members of the Glen Oaks Student Hispanic Alliance were treated to dinner with ABC News veteran John Quiñones prior to his public presentation.

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Photo: Each year students are inducted into the Glen Oaks Chapter of PTK. Students must have a 3.5 grade-point-average in order to join. Pictured are the 2024 inductees.
Celebrating Successes

Glen Oaks Nursing receives ACEN Accreditation
In 2023 Glen Oaks received ACEN (Accreditation Commission for Education in Nursing) national accreditation for its nursing program. It was the news the Nursing Department had been waiting for after over three years of preparation, submissions, and a visit from ACEN evaluators. The accreditation is for a five-year period after which the program will be reevaluated as part of the continued accreditation process. Congratulations, team!

Another big point of pride for the Nursing Department is the pass rate. All 23 graduates from the 2023 Glen Oaks nursing class passed the NCLEX (National Council Licensure Examination). The 100% pass rate was achieved on the graduates’ first attempt with the NCLEX exam and was higher than the passing rates for both the state (78.97%), and the nation (79.91%) based on 2022 data. An 80 percent pass rate is required for the program to maintain accreditation.

Area artist exhibit work in Flora Kirsch Beck Art Gallery
The works of Susan Teague, of Kalamazoo, were on exhibit last fall in a show titled “Goddesses: You and Me Sister,” which celebrated the contemporary woman featuring goddesses—all made from colored tissue paper and glue.

Conrad Kaufman, of Galesburg, Michigan, shared his paintings as part of the Glen Oaks Visiting Artist program in spring, 2023. In addition to the show, he lectured on his art philosophy in a public talk and led participants through the process of painting a landscape as part of a master class in the new campus art studio. He is best known for his murals and landscape paintings of Southwest Michigan.

Glen Oaks own Professor Michael Northrop, of Three Rivers, shared a collection of his art in a show “A Retrospective of 22 Years at the Oaks,” encompassing a range of his work while teaching as a professor at the college. Through the years, he has had exhibits at the Kalamazoo Institute of Art, the Grand Rapids “Celebrations” exhibit, and the Carnegie Center for the Arts in Three Rivers.

More recently, Visiting Artist Gay Walker presented a program to the nursing students as well as one for the campus. It was the first cross-discipline visiting artist.

Study abroad group visits Peru
The 2024 Glen Oaks study abroad group recently returned from a 10-day trip to Peru where they explored famous historic sites and experienced the diversity of different cultures. They visited the government palace and city hall in Lima; Cuzco Cathedral, Plaza de Armas, Korikancha Temple and took a tour of the city while in Cuzco. They traveled to the famous Machu Pichu, a 15th century Incan citadel.

Recognizing First Generation Students
Glen Oaks has joined campus communities across the nation in recognition of first-generation college students. In addition to hosting a First Gen College Week celebration, students who have a 3.2 grade-point average or higher, who have completed at least 30 college credits, are invited to join the newly created Tri-Alpha chapter.

Photo: Alpha Alpha Alpha (AAA) is an honor society which recognizes accomplishments of first-generation college students. Pictured above are the first students to be inducted into the new campus AAA chapter formed in November, 2022. Back row: Sara Main, faculty inductee; Amie Smith, Dr. Tammy Russell, staff inductee; Todd Parker, Katlin Tissue, Dr. Madonna Jackson, co-sponsor; Joshua Cook, and Tonya Howden, co-sponsor. Front row: Dr. David H. Devier, GOCC president and Inductee; Lexie Rodriguez, Nicole Hambright, Nikki Prichard, Amanda Stiles, Julia Cook, and Ronald Wolford.
By taking advantage of available grants, Glen Oaks has been able to provide services to students that otherwise would not have been possible. In the past couple of years alone, Glen Oaks has received over $3 million to fund several programs at the college.

**$2 Million State of Michigan Nursing Grant**
The largest grant was a $2 million grant from the state of Michigan to address the nursing shortage.

In 2023, Glen Oaks partnered with Baker College to increase the number of bachelor-prepared nurses. As a result, Glen Oaks nursing alumni had a zero-cost tuition pathway to further their education to complete a bachelor’s in nursing. The program was offered to address the state nursing shortages of bachelor-degreed nurses.

“We had an outstanding response,” said Sara Birch, director of nursing. “Currently, there are 58 students taking advantage of the cohort programs with eight students who graduated this past spring.

Birch said another 39 recent graduates who obtained their nursing associate degrees will begin the program this fall. As part of the program, students take their statistics course through Glen Oaks, contributing to overall enrollment growth.

The grant funds are available through the end of September 2026, so Glen Oaks nursing alumni can still take advantage of this opportunity and should contact the GOCC Nursing Department at 269-294-4333.

**Technology distance learning grant opens options for high school students**

In early 2022, then U.S. Rep. Fred Upton visited campus to announce and celebrate a $900,000 grant to implement a safe, effective, and cost-efficient distance learning model for all Glen Oaks students with an emphasis on high-school, dual-enrolled students. The project called for the purchase and installation of videoconferencing technology to allow instructors to broadcast synchronous live instruction from their classrooms.

“Currently, our dual-enrolled students must either commute to campus or take offerings hosted in their local districts,” said Dr. David H. Devier, Glen Oaks president.
Funding Opportunities

The project called for activation of previously installed fiber internet cable from the college to the ISD to provide feed to area high schools. In addition, it covered the installation of infrastructure and videoconferencing technology for technology for eight campus classrooms. For area high schools, the project includes outfitting in each of the 11 local school districts with the basic videoconferencing capabilities for students to participate in synchronous dual enrollment courses.

$200,000 “Aim to Complete” Student Success Grant

Glen Oaks was one of 12 Michigan community colleges to receive a grant to increase college completion for adult students. Offered through the Michigan Department of Labor and Economic Opportunity’s Office of Sixty by 30, Global Detroit and Michigan College Access Networks, the “Aim to Complete” program provides a more holistic, student-centered, approach to advising. Termed ‘appreciative advising’, it includes academic planning and support, career services, student financial health, and assistance in meeting basic overall needs to achieve their goals and full potential.

“We recognize that our adult students (age 21+) face a unique set of challenges as they pursue their education,” said Tonya Howden, VP of student services. “Many of their challenges stem from family and work obligations, limited finances and lack of time. Often, they are unaware of resources and services available to them. Through comprehensive and ongoing training, GOCC advisors are adopting the appreciative advising framework to make early connections with students, provide resources for their success, and assist in the development of students’ personal, educational and career goals.

Ready, Set, Go! - $136,283 program to combat high school ‘learning loss’

In 2023, Glen Oaks received $136,283 as part of a state-funding initiative – Academic Catch-Up program administered through the Michigan Community College Association. Coined Ready, Set, Go! at Glen Oaks, the goal of the program was to combat learning loss among recent high school graduates who experienced interruptions to in-person learning due to the COVID pandemic. The primary focus was to help high school graduates who had not successfully completed college-level math and English.

Thirty-three students completed the four-day program held on the Glen Oaks campus last summer. Although not as much funding is available this year, the program will be offered on a smaller scale.
Business Outreach

Highlights from

Workforce and Economic Development

Area businesses were approved for over 30 training courses in the community paid for in part through a grant from the State of Michigan called the Going Pro Training Fund. Some of these topics included Blueprint Reading, 8D Problem Solving, GTAW Welding, CNC, Six Sigma Yellow Belt, TQM, SPC, as well as various OSHA courses.

Glen Oaks offered both Beginner and Intermediate Excel courses to the public, and a variety of industries sent their employees for the eight-hour training over the course of two, four-hour sessions.

Thanks to a grant from the US Department of Transportation's (DOT) Pipeline and Hazardous Materials Safety Administration and Hazmat Materials Instructor Training, Glen Oaks hosted a free DOT HazMat Regulations Workshop in the spring of 2023. This class was for all HAZMAT non-government and government employees who handle, ship, package, transport, and complete shipping documentation of hazardous materials/waste (via ground, air and vessel).

In May of this year, Glen Oaks offered a free course for area farmers to renew their annual National Pesticide Application Certification. This included a four-hour review in the morning with testing in the afternoon, conducted in collaboration with the Michigan Department of Agriculture and Rural Development and the MSU Extension.
Legacy Gifts Continue to Build Glen Oaks

Estate planning is often viewed as a practical matter, a way to ensure that one’s assets are distributed according to their wishes after they pass away. However, it’s also an opportunity to leave a lasting legacy — a way to shape the future and make a meaningful impact on the lives of loved ones and the community. Consider how Glen Oaks has been built on legacy gifts.

The property that Glen Oaks now occupies was the first in a series of legacy gifts. In 1965, Nora Hagen donated the property and the Hagen family home to be used as the central campus of Glen Oaks Community College. She lived in the home until 1982 when she needed care at Fairview Medical Care Facility in Centreville. The family home became part of Glen Oaks and the Hagen legacy continued.

Abraham Jaffee who was the superintendent of the St. Joseph Intermediate School District Board and was appointed to conduct the feasibility study for the college in 1964. He became the founding treasurer of the Glen Oaks Board of Trustees. He created a fund in his trust that became a nursing scholarship for the college. His legacy in founding the college became the foundation for dozens of nursing students, and his legacy of generosity helped them as well.

Jessie Alice Ray was a long-time resident of Three Rivers and a teacher at Centreville Elementary School. After her retirement from teaching, she began working in the Academic Opportunity Center at Glen Oaks. She was a staff member from December 1984 until her death in July 1997. She left a very large donation to the Glen Oaks Foundation in her estate and created a scholarship for general studies. She also created a charitable remainder trust that came to the college after her sister’s death, which became a scholarship for future teachers. Her legacy of generosity changed the lives of dozens of students who have benefitted from her scholarships.

Dr. George R. Hoekzema practiced general medicine in Colon for 50 years. He was a generous person and created a trust as part of his estate plan that created a scholarship for Glen Oaks students who pursue the study of business. His legacy has assisted dozens of students with his scholarship.

Each of these donors’ legacy impact on the Glen Oaks Foundation continues today as we help students overcome barriers and work to achieve their educational dreams. And, the impact of legacy gifts doesn’t stop there. Recently the Foundation received an estate gift from Wilma H. Peterson of Lake Templene. Peterson owned and operated Patrick Abstract & Title and was an active member of the Centreville community. Her legacy donation to the Glen Oaks Foundation will lead to new programming.

When the Foundation received her estate gift, there was no specific purpose stated for the gift’s use. The Foundation’s Board of Directors discussed the possibilities. One of the possibilities was the Center for Rural Sustainability. This is a phased-in program that will grow from the agricultural equipment technology program into water use, soil enhancement, and then production. In the Glen Oaks spirit of entrepreneurialism, this process will incorporate business methodologies, information technologies, and the science behind natural resource usage and management.

The Foundation chose to help fund the first phase of the Center for Rural Sustainability. We took Peterson’s gift and added our own funds to pledge $50,000 toward the purchase and installation of a center pivot.

Legacy gifts continue to build Glen Oaks. Peterson’s work involved land and now her estate gift will help Glen Oaks build a new program to address the water, food, and soil challenges communities face today. The Foundation is proud to help her legacy gift build new programming and make a meaningful impact on Glen Oaks.

What legacy would you like to build?

Contact Vonda Marrow, Executive Director, Glen Oaks Community College Foundation, (269) 294-4384 or vmarrow668@glenoaks.edu for more information about creating your legacy gift to Glen Oaks.
Lori Hatfield, professor of English is the 2023 recipient of the E. J. Shaheen Chair for Teaching and Excellence award presented by the Glen Oaks Community College Foundation.

Hatfield began her Glen Oaks career in 2010 teaching English Composition and Developmental English classes. Today she teaches English Composition, Creative Writing and Mythology classes. It is said she allows her students the freedom to choose their topics whether it is creative writing or a research project. Her nominators say she is very understanding, goes above and beyond to help her students and inspires them to work hard and take instruction to heart. She received her Associate of Arts from Kalamazoo Valley Community College, her Bachelor of Arts from Thomas Edison in New Jersey, and her Master of Arts in English from National University in San Diego.

“I’ve always loved words, music and theatre,” said Hatfield. “Before I had kids, I wanted to go to Los Angeles or New York City to play in theatre pits. But I needed an employable career to sustain my family. I chose English for the love of words, plus, as a young adult, I had thought about teaching, particularly at the post-secondary level!”

She chose National University graduate school (San Diego, California) for its progressive on-line offerings. “At that time, online classes were way more prevalent in California as they were much further ahead in educational technology,” said Hatfield.

After graduation, she began teaching English and business for the Professional Development and Training Center in Kalamazoo, a state propriety business school primarily for adult leaners to earn business skills. The school was grant funded but closed in 2010.

“I tell my students to always be prepared,” said Hatfield. “I had a good portfolio ready to go when I saw a newspaper ad for an English instructor at Glen Oaks so I overnighted my information to apply for the position.”

She recalls the day of her interview at Glen Oaks — “Although it wasn’t raining in Kalamazoo, I found myself in the middle of a major rainstorm in Centreville.” Upon her entry into the building reception area, her jacket was ‘dripping wet;’ she began thinking she just may want to reschedule, but in the end the interview went very well.

In the summer of 2010 Hatfield started teaching Developmental English and English Composition I at Glen Oaks — all in person. Soon after, she was able to transfer some of her classes to online formats because of her exposure to the platform.

Since then, she has developed and now teaches Creative Writing I and II in addition to English Composition and Mythology classes. She also founded and served as an advisor to the campus Music Club but had to eventually back off for health reasons.

Being the creative and sort of free-spirited person that she is, Hatfield’s favorite class to teach is Creative Writing. “There are less rules, and it’s a lot of thinking out of the box. You can express your voice and hear other’s voices through their writing, as opposed to research writing,” said Hatfield. “I enjoy classes and writing that empowers people, especially women or works that bring diversity in the content.”

Hatfield allows her students to have the freedom to choose their own topics. She would someday like to offer a larger selection and more diverse literature classes at the college.

Fun fact — One of her favorite pastimes is riding her red Harley Davidson — she occasionally rides it to work from Kalamazoo. Hatfield concludes, “I look forward to being part of the continued evolution of Glen Oaks as an integral part of the community at large.”

Established in 1982, the E.J. Shaheen Award for Teaching Excellence was made possible with a generous donation from E.J. Shaheen, who was an original board of trustee member and led the Glen Oaks Foundation for many years. He believed that education was a lifetime priority and promoted high quality education throughout his life. Shaheen was a law professor at Notre Dame, and later in life owned Sutton Tool Company in Sturgis.
Glen Oaks’ McNamara is 2024 recipient of prestigious award

The Glen Oaks Community College Foundation has announced that Michelle McNamara, professor of communications, is this year’s recipient of the prestigious E. J. Shaheen Teaching Excellence award. Foundation Vice President John Dresser made the announcement during a ceremony in March. McNamara was recognized during the year’s commencement ceremony in May.

McNamara is described by her students as being a caring, creative and engaging instructor who works tirelessly to make sure her students fully understand concepts and succeed in their communication classes. “Professor McNamara spends so much time leaving detailed and personal feedback on every single one of our speeches and exams,” said one of her nominating students. In addition to her work in the Glen Oaks classroom, she also travels to local high schools to teach students through the dual enrollment and early middle college programs.

A Centreville native, McNamara recalls enjoying helping her teachers out both in elementary school as well as serving as a teacher’s aide in high school. She attended Glen Oaks immediately after high school graduation where she began working as a work study student. Before becoming a full-time faculty member, McNamara worked at WLKM radio as well as being support staff, administration, and part-time faculty for the college.

“Glen Oaks has been a major part of my educational journey, and this award means so much!” said McNamara, who was recently recognized for 30 years of service at Glen Oaks. Her connection to the college runs deep. “My dad, husband, siblings and children are all Glen Oaks alumni—there is no question I have a lot of pride in the work that I do here,” she said.

In addition to her work at Glen Oaks, McNamara enjoys volunteering through the 4-H organization, being recognized in 2023 as the “Volunteer of the Year,” by Michigan State University. McNamara appreciates all of the volunteers and educators who helped her along her own path and she works hard to give back to the community as often as she can.

McNamara has been a leader in advancing the communications department at Glen Oaks, offering courses face-to-face, fully online, and hybrid in numerous high schools. “I had begun developing fully online and hybrid courses before COVID-19 forced all faculty to make those adjustments. Our students have changed over the years and Glen Oaks works hard to ensure we are keeping up with those changes and meeting students where they are at,” said this year’s winner.

“When I was hired, there had never been a full-time communications faculty member, so I was empowered to really develop the department and work closely with other departments to ensure students were walking out of my classroom with what they needed to be successful in their other classes and in the community,” said McNamara.

“Ensuring that students learn the foundational aspects of public speaking as well as how to integrate technology is no small task. We want students to be prepared for standing behind a podium and addressing a crowd, as well as how to integrate technology, virtual interactions, and professional presentation uploads. It is important that our students learn the foundations of communication as well as being exposed to new technology.”

Regardless of the setting or situation, strong communication skills are important, and McNamara takes that aspect of her job seriously. “You can tell she still loves what she does—even after being here for a really long time;”— one of her current students said of McNamara’s classroom enthusiasm.

So, what’s in store for McNamara’s future at the college? “I’m committed to staying in the classroom for the foreseeable future,” said McNamara. “I still love what I do, and I am still effective. If or when those things change, I will be happy to walk into retirement knowing I made a difference at the college that made a difference in my life.”

McNamara also won the award in 2014.

What do you love most about teaching?

This answer might have been hard for me to articulate before the COVID Pandemic, but that difficult time gave me some amazing insight into my time in the classroom. When I was teaching online, students were receiving all the academic material they needed through Zoom class sessions, online lectures, and homework, but I missed those “moments” when the lightbulb went off. I missed watching a student behind the podium when they delivered a speech with confidence. I missed when a student would hand in an exam with a smile on their face knowing they had done well. The lectures and grading continued, but those moments were missing. I was so happy when we were able to get back into our classrooms and those moments were shared once again. These are the moments that bring me the most satisfaction. When a student who literally shook and stumbled on their first speech gains confidence and makes a delivery that they are proud of—those are the moments I love.
Outstanding Service Award
Christopher Dao

Christopher Dao, systems analyst and support engineer, does outstanding work and always goes above and beyond expectations to serve his colleagues and the entire college. The knowledge and skills that he has brought to his role at Glen Oaks has proven to be an asset for all of us. He is said to be an "unsung hero" as he plays a key role in maintaining many of the systems that the employees take for granted in their daily work. He maintains a positive attitude through routine and crisis situations alike. He is said to meet and exceeded all the expectations and has transformed and revolutionized everything that he has touched.

Diane Zinnsmaster, executive associate to the president, has over 20 years of service. So much of her work is behind the scenes planning numerous college events including luncheons, meetings, retirement gatherings and she is always willing to help wherever she is needed. In addition to preparing for, administering, and keeping records for the Board of Trustee meetings, one of her biggest contributions is making sure the commencement ceremony runs smoothly. She assembles and spearheads a team beginning each January and works to ensure everyone stays on track to meet the timeline so that all efforts come together as intended.

Distinguished Alumni Award
Kelly Bibb

Kelly Bibb earned her Associate of General Studies and then juggled a household with two busy teenagers to reach her goal to obtain her Bachelor of Science in Elementary Education from Western Michigan University. Upon graduation, she discovered her love for teaching reached beyond the classroom and she went to work for Edward Jones in 2007 as a financial advisor, making it her mission to teach individuals about retirement planning and investments. She has earned numerous awards from Edward Jones since 2008. Kelly is involved in Sturgis Kiwanis Club as a past president and has been an active member since 2010. She joined the Glen Oaks Foundation’s Board of Directors in 2018 and serves on the finance committee.

William (Bill) Lederman graduated from Glen Oaks in 1975 as a licensed practical nurse. He went on to New Mexico State University and received and Associate of Applied Science in Nursing, and later earned a Bachelor of Science in Nursing from Indiana-Purdue University in Fort Wayne, followed by a Master’s in Education from Western Michigan University and a Master’s in Nursing from Goshen College. He began his 37-year teaching career at Glen Oaks in 1986, including six years as director of nursing. Bill has received numerous awards and accomplishments and has touched hundreds of lives in the Sturgis community and at Glen Oaks. Bill currently serves on the board of directors at Thurston Woods Village in Sturgis.
Darci Skrzyniarz, allied health instructor, is said to have tough standards, but is supportive every step of the way for each student – making a difference in their lives and education. An instructor with the Health Science CTE program for over 25 years who teaches dual enrollment classes, Darci is an alumna of the Glen Oaks nursing program. She enjoys helping students make connections and transition from high school into the post-secondary world and finding their passion to become the next generation of healthcare providers.

Dan Miller, agricultural equipment technology instructor, is an engineer for Waco Aviation in Battle Creek. In addition to balancing a 50-hour a week, full-time job, where he spends a lot of time maintaining airplanes, Dan makes time to teach an additional eight hours on Fridays for the Ag Tech students making sure that they are set to succeed. He is said to think outside-the-box to solve problems when they arise. His passion for anything mechanical or electrical has made him the perfect fit for the program.

Madisyn Tulley, of Constantine, graduated with an Associate of Business. Her peers say she is a genuine leader who relates well to others. Her professors describe her as engaging, reflective, and intentional in her contributions both in and out of the classroom. She is seen as a positive role model in her current and future communities. Madi began her Glen Oaks journey through dual enrollment at Constantine High School. She enjoys interacting with people and her future plans include a career in sales.

Abigale Youmans, of Athens, graduated with an Associate of Arts. She has been engaged in so many aspects of Glen Oaks. A multi-sport athlete, Abby has supported her teammates and works tirelessly to ensure she and her teams represent Glen Oaks respectfully on and off the court. Abby has been involved in many on-campus student activities and she encourages her suitemates to attend as well. Her fellow classmates look to her as a leader and role model. Her professors say she is a kind and thoughtful young lady who works hard in pursuit of her athletic, academic, and personal goals. Abby was accepted into the Vet Nursing program at Michigan State University where she plans to graduate as a licensed vet technician.

Collin Dussel is the first recipient of this new award. Collin graduated from Glen Oaks with an Associate in General Studies. While a student and juggling a challenging home life, Alan started making ice jigs that led to an online fly-tying business. He is also the office manager for KLS Underground, a utility contractor in Constantine. In his spare time, Alan is active in St. Joseph County’s Republican party and represents Precinct 2 in Sturgis as the youngest city commissioner.
Message from Glen Oaks Athletic Director

The past couple of years have been very busy ones in the Glen Oaks Athletic Department. I will highlight some of the successes here.

First and foremost, Viking Athletics has a new website, and what a game-changer this has been! The vibrant new site has transformed our former site and greatly impacts how people view Viking Athletics. There are lots of photos, videos, and information on the athletes, teams, and coaches, along with updated schedules, scores, and statistics. This information is so valuable for the athletes, parents, fans, and our coaches when recruiting prospective athletes. Be sure to check it out if you haven’t already done so.

Since fall of 2022, we have three new coaches on board. Tracy Sterling is our volleyball coach, Tucker Waddups has joined athletics as the baseball coach and has just finished his first full season and Matt Weiderman is the women’s softball coach.

Also on board is Wes Morgan who has assumed a contractual sports information director role. Wes has been instrumental in the creation of the new Athletic’s website, Glen Oaks Athletic’s social media posts, and he is the person behind the camera and videocam producing all the wonderful new videos and profiles of our students, teams, and coaches. Wes will continue making changes and updates as we work to continue to improve the overall branding of Viking Athletics.

For 2023-24, the Viking Men’s Basketball team had an excellent season finishing with an 18-11 record, finishing second in the MCCAA Western Conference, winning game one of their post-season, and getting to the semi-finals of the district tournament for the second year in a row. Congratulations to Davion Boleware on finishing the basketball season with 1,080 career points and 580 rebounds.

Women’s Basketball had a tough year full of injuries and adjustments as they followed up one of their best years in a long while in the 2022-23 season. They are excited about the new recruiting class coming in for the 2024-25 season, and are looking forward to good health and improvements going into the year.

The 2023 Viking Men’s Golf team made it to nationals in the spring of 2023. This was a first-ever national competition for the Viking golf team. The 2024 golf team recently finished another great season at the regional tournament missing nationals as a team by three strokes. Team member Cole Koening participated in this year’s National Championships in Joplin, Missouri, as an individual, after qualifying in the Region XII Tournament. A big thank you goes to Coach Ed Culp for all his time and effort in leading the golf team to success.

Both volleyball and softball teams finished their seasons this past year one game away from getting into the post-season competition. Both teams competed well this year and are excited to take another step towards success in the post-season in the near future.

In baseball, it was Tucker’s first year with the team. We had a good year in terms of culture, grades and building towards a bright future with a young team that had 20 freshmen and only 4 sophomores. Eighteen players will be returning this fall along with our 15 new recruits, so we will have upwards of 30 players next year.

Although FOX Sports radio 1230 AM covers all Viking athletics, over the past two seasons we’ve been fortunate enough to have them cover a number of our men’s and women’s basketball games. Thank you to sportscasters from left: Dave Casterline and Mike Stiles of Swick Broadcasting for working with us to make this happen.
For both baseball and softball, we've made a number of great upgrades and improvements. We now have internet access at the athletic barn and at the fields, which has allowed us to purchase equipment to capture data and analytics, and prepare for better quality of live-streaming at both venues. We now can track data on velocity and distance of the ball and hits as well as velocity information for pitching and catching. For this all to happen, the internet had to be in place. This information is so valuable for training purposes. We have also installed quality new speakers on the ball fields.

In only the second semester of competition and a historic first — in 2023, two of the Glen Oaks esports teams won their first national championship. The team of Jarrett Miller and Tyler Parker won the NJCAA open Series Tier 3 Call of Duty Modern Warfare 2 4v4 Fall 2023 National Final, defeating Dutchess Community College (New Jersey), in the final match 3-0 in early December. The GOCC team defeated Walters State Community College, and Brookdale College to reach the finals. There were eight teams in the quarter-finals. In addition, the Glen Oaks Miller/Parker team also won the NJCAAE Fall 2023 Fall Open Series Tier 3 Call of Duty Gunfight National Championship. This past spring 2024, the GOCC Call of Duty Gunfight team won the NJCAA Open Series Finals, defeating USC Sumter in the final match.

Former Glen Oaks Athletic Director Tom Horn was inducted into the Glen Oaks Athletic Hall of Fame in 2023. Tom was the athletic director at Glen Oaks from 1995 through 2005, and he was instrumental in leading Viking athletics through 11 years of high-caliber play while placing a large emphasis on academics and ethical behavior throughout his years on campus. During his tenure, several of the athletic teams reached national prominence in their respective NJCAA Div. II Championship tournaments and the Vikings had multiple NJCAA All-Americans, Academic All-Americans, and athletes who moved on to four-year universities under coaches that he hired and supervised.

We are excited about what's around the corner as we begin the renovation of the locker rooms. Plans are to convert the two existing locker rooms into four new locker rooms to be able to house the visiting teams as well as our teams in newly updated facilities. We may have some challenges to overcome and work around this fall as the project is expected to commence in July.

Go Vikings,
Joel Mishler
Glen Oaks Athletic Director
Michigan Reconnect program expanded to include free in-district tuition for students ages 21-24

Glen Oaks welcomes eligible students ages 21-24, without an associate or bachelor’s degree, to become a part of the expanded Michigan Reconnect program.

The state program, which has provided free in-district tuition for students ages 25, who meet the requirements, has been in place since 2021, and is now temporarily expanded to include students ages 21 – 24.

Expanding the age to 21 is one of the strategies designed to meet the state's 60 by 30 initiative to increase the number of degreed Michigan residents. The goal is to have sixty percent of Michigan adult population to have achieved a postsecondary education or training by 2030.

Since Michigan Reconnect began less than three years ago, more than 132,000 Michigan residents have applied to the program.

This past year GOCC had 203 Reconnect enrolled students including the 21-24 year olds.

Students ages 21 or over without a degree can contact the Glen Oaks Admission's office to learn more by calling: 269-294-4253.

Charging Stations
One can now charge their electric vehicles at one of the new charging stations located in front of Devier Student Suites. Each station has two ports, for a total of four ports. The charge is 30c per kWh. They are Chargepoint stations, so there is an app available making it easy to use and pay through the app.

GOCC Race and Ethnicity

GOCC Student Body Composition 2023-24 Academic Year

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
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</thead>
<tbody>
<tr>
<td>New Full-Time</td>
<td>149</td>
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<tr>
<td>New Part-Time</td>
<td>59</td>
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<tr>
<td>Transfer-In Full-Time</td>
<td>15</td>
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<tr>
<td>Transfer-In Part-Time</td>
<td>19</td>
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<tr>
<td>Continuing Full-Time</td>
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<tr>
<td>Continuing Part-Time</td>
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<tr>
<td>High School Students Full-Time</td>
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<tr>
<td>High School Students Part-Time</td>
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<tr>
<td>Non-Degree Seeking Part-Time</td>
<td>51</td>
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## Statements of Net Position

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<tr>
<th></th>
<th>June 30 2023</th>
<th>June 30 2022</th>
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<tbody>
<tr>
<td><strong>Assets</strong></td>
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<td></td>
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<tr>
<td><strong>Current assets</strong></td>
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<tr>
<td>Cash and cash equivalents</td>
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<td>Short-term investments</td>
<td>344,954</td>
<td>791,130</td>
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<td>Accounts receivable, net</td>
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<td>Other current assets</td>
<td>914,862</td>
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<td><strong>Total current assets</strong></td>
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<td>16,181,276</td>
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<td><strong>Noncurrent assets</strong></td>
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<tr>
<td>Long-term investments</td>
<td>1,337,665</td>
<td>693,071</td>
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<td>Capital assets not being depreciated</td>
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<td>Capital assets being depreciated, net</td>
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<td><strong>Total noncurrent assets</strong></td>
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<td><strong>Total assets</strong></td>
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<td><strong>Deferred outflows of resources</strong></td>
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<td>Deferred pension amounts</td>
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<td>Deferred OPEB amounts</td>
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<td><strong>Total deferred outflows of resources</strong></td>
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<td>2,060,684</td>
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<tr>
<td><strong>Liabilities</strong></td>
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<td><strong>Current liabilities</strong></td>
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<td>Accounts payable</td>
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<td>Accrued payroll and related liabilities</td>
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<td>Unearned revenue</td>
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<td>Long-term obligations, current portion</td>
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<td>217,000</td>
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<td><strong>Noncurrent liabilities</strong></td>
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<tr>
<td>Long-term obligations, net of current portion</td>
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<td>Net pension liability</td>
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<td>Net OPEB liability</td>
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<td><strong>Total noncurrent liabilities</strong></td>
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<td>14,318,079</td>
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<td><strong>Total liabilities</strong></td>
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<td>17,443,671</td>
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<td><strong>Deferred inflows of resources</strong></td>
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<td>Deferred pension amounts</td>
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<td>Deferred OPEB amounts</td>
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<td><strong>Total deferred inflows of resources</strong></td>
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<td><strong>Net position</strong></td>
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<td>Net investment in capital assets</td>
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<td>Restricted expendable, scholarships and fellowships</td>
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<td>Unrestricted</td>
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<td><strong>Total net position</strong></td>
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