



CAPITAL OUTLAY PLAN

Five-Year Plan for FY 2023 – 2027

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This Five-Year Capital Outlay Plan (Five Year Master Plan) is intended to provide State policymakers with the most current information available on institutional priorities as they relate to the College’s facilities and capital improvement needs. The Management and Budget Act, Public Act 431 of 1984, as amended, requires community colleges to present a Five-Year Capital Outlay Plan annually as part of their participation in the capital outlay budget development process.

I. MISSION STATEMENT

A. MISSION

We are dedicated to providing accessible, high-quality education to enrich our community and the lives of individual learners.

B. VISION

Kellogg Community College (KCC) will be recognized as a premier institution of higher education, having achieved excellence through innovation, quality instruction, a culture of continuous improvement, and learner-centered decision-making.

C. STRATEGIC PLAN FOR 2020-2023

1. **Student Success:** KCC understands that student success is influenced by the individual student experience: the systems, protocols, departments, faculty, and staff that students encounter in their educational journey. We inspire learning through collaborative efforts to support the academic, social, and economic success of our students.
 - Strategy: Student Programming – KCC provides a roadmap through Guided Pathways for individual student success within the framework of connection, entry, progress, completion, and transition. We strive to facilitate effective programs, course offerings, policies, practices and processes that put each student in a position to succeed.
 - Strategy: Bruin Quality Focus – KCC commits to the assessment of courses, programs and services. We are proactive in our efforts to identify apparent and underlying student needs and continually provide the highest quality service.
 - Strategy: Sense of Belonging – KCC advances student success by providing personalized support services, ensuring access to resources, and embracing an array of viewpoints, backgrounds, and experiences in all settings.

2. **Operational Excellence:** Through a culture of continuous improvement, Kellogg Community College promotes the responsible management and utilization of resources supported by sustainable infrastructure and fair and equitable policies and practices.
 - Strategy: Infrastructure – KCC invests in the use of technology to support student success, leverage technical agility, and sustain academic and administrative operations across the institution. We maintain our campuses to ensure a safe, clean, functional, sustainable, and welcoming environment for the benefit of students, faculty, staff, and community members.

- Strategy: Data Governance – KCC strives to promote productive workflow, timely access to information, the use of automated and dashboard reporting, and availability of accurate data to shape best practices and inform institutional decisions.
 - Strategy: Financial Viability – KCC engages in collaborative and innovative activities to diversify funding sources and align organizational systems, policies, and processes for the effective stewardship of financial resources. Aligning KCC’s financial resources with its strategic priorities is essential for sustainability and creates an environment of flexibility and responsiveness to the evolving higher education landscape.
3. **Culture:** Kellogg Community College cultivates an environment of trust as a foundation of our culture of enrichment, engagement, transparency and accountability. Through shared leadership and collaboration, we model the importance of productive working relationships and professional partnerships.
- Strategy: Communication – KCC embraces communication by sharing timely, relevant information that is integral to the institution’s stakeholders, planning and operations. Communication is critical to institutional culture, morale, efficiency, and the achievement of institutional goals.
 - Strategy: Partnerships & Community Relations – KCC connects with the community through partnerships with stakeholders, businesses, labor, government, K-12 school districts, institutions of higher education, and professional organizations to support student programming, workforce development, and economic development initiatives.
 - Strategy: Talent Management & Development – KCC supports a planned, systematic and inclusive approach to attract, onboard, develop, engage and retain high-performing employees. Talent management and development are vital to growth and a learning environment where employees are provided professional development, training and learning opportunities.

II. INSTRUCTIONAL PROGRAMMING

A. ACADEMIC PROGRAMS AND INITIATIVES

KCC has served southwestern Michigan since 1956 and is situated on sites in Battle Creek, Albion, Coldwater and Hastings. KCC is a fully accredited two-year college that offers seven pre-professional college/university transfer curricula, approximately 30 occupational associate degree programs aimed toward transfer, job preparation, and related training for apprenticeships. The tradition of educational excellence and partnership development is evidenced by the fact that KCC has:

- Worked with the local Workforce Development Board, Michigan Economic Development Corporation, and the State of Michigan to provide local workforce training in the College's service area.
- Received a 10-year re-accreditation from the Higher Learning Commission of the North Central Association of Colleges in June 2012.
- Provided local educational programming for Barry and Branch counties through the establishment of academic centers, and upgraded a learning center between Albion and Marshall to enable easier educational access for those in the far reaches of the College district with a focus on workforce development.
- Delivered open entry courses through the Regional Manufacturing Technology Center (RMTC), designated as an M-TEC by the State of Michigan, which has provided several grants to the RMTC to develop training modules for use on the Internet.
- Continued its membership with the Michigan Colleges Online (MCO), which allows students expanded opportunities through the Internet to courses, certificates and degrees offered by Michigan community colleges.
- Collaborated with approximately 50 high schools to provide dual enrollment opportunities that allow students to earn college credit while still in high school. This includes Early College agreements with several area schools.

EXISTING ACADEMIC PROGRAMS

KCC's academic programs are comprised of numerous subject areas and are divided into two divisions: Arts & Sciences, and Workforce Development. KCC also serves the community through the Institute for Learning in Retirement, Lifelong Learning, and Workforce Solutions.

Associate Degree Programs

- Associate in Agricultural Science
- Associate in Arts
- Associate in Criminal Justice
- Associate in Elementary Education
- Associate in General Studies
- Associate in Global and International Studies
- Associate in Science
- Associate in Applied Science
 - Accounting, AAS
 - Administrative Assistant, AAS

Business Management, AAS
 Computer Engineering Technology, AAS
 Computer Networking, AAS
 Computer Programming, AAS
 Computer-Aided Drafting and Design Technology, AAS
 Corrections, AAS
 Cyber Security, AAS
 Dental Hygiene, AAS
 Early Childhood Education, AAS
 Emergency Medical Services, AAS
 Exercise Science, AAS
 Graphic Design, AAS
 Human Services, AAS
 Industrial Electricity and Electronics, AAS
 Industrial Heating, Ventilation, Air Conditioning and Refrigeration (HVAC), AAS
 Industrial Machining Technology, AAS
 Industrial Pipefitting, AAS
 Industrial Technology, AAS
 Industrial Welding, AAS
 Law Enforcement, AAS
 Magnetic Resonance Imaging, AAS
 Neurodiagnostic Technologist, AAS
 Nursing - Advanced Placement, AAS
 Nursing, AAS
 Photography and Multimedia, AAS
 Physical Therapist Assistant, AAS
 Public Safety, AAS
 Radiography, AAS
 Skilled Trades, AAS
 Sports Management, AAS

Certificate Programs

Certificate programs focus upon specialty courses for job entry and/or occupational upgrading.

Accounting	Industrial Technology
Administrative Assistant	Industrial Trades
Art Enrichment	Industrial Welding
Basic EMT	Law Enforcement
Business Management	Licensed Practical Nursing (LPN)
Computed Tomography Technology	Medical Assistant
Computer Programming	Microsoft Office Specialist
Corrections	Music Enrichment
English Enrichment	Paramedic
Graphic Design	Photography and Multimedia
Industrial Electricity and Electronics	Renewable Energy
Industrial HVAC	Sacred Music
Industrial Machining Technology	Web Design and Development
Industrial Pipefitting	

Professional Certifications

Child Development Associate
Computer Engineering Technology
Computer Networking
Industrial Trades
Medical First Responder
Nursing Assistant
Phlebotomy

NEW PROGRAMS

The College plans to secure the necessary approvals for the following programs during the 2021-22 academic year with a start date of Fall 2022:

- Maintenance Technician certificate

The College has identified two degree programs that will be offered beginning Fall 2021:

- Associate of Applied Science in Exercise Science
- Associate of Applied Science in Sports Management

THE BRUIN STANDARD

In 2019-20, the College engaged in a review and reform of general education requirements for all associate degree programs. The result was the new Bruin Standard, a suite of three required general education outcomes required of all KCC graduates. The Bruin Standard reduces the number of general education requirements from five to three, while assuring that KCC graduates attain the knowledge, skills, and abilities necessary for success in their chosen field or upon transfer into a baccalaureate program. Student learning will be assessed in Effective Communication, Critical Thinking, and Personal and Cultural Engagement. Assessment of the new outcomes began in fall 2020. Based on assessment results, planning for initiatives to improve student learning in all three outcomes has begun; initiatives will be launched in fall 2022.

REGIONAL EDUCATION

KCC has five locations within Barry, Branch, and Calhoun counties. In addition to the main campus and RMTTC in Battle Creek, Regional Centers are located in Coldwater (Grahle Center), Hastings (Fehsenfeld Center), and Albion (Eastern Academic Center). Each of the Regional Centers offer courses from the Workforce Development and Arts and Sciences Divisions.

The goals of the Regional Centers include the following:

- Provide convenient day and evening academic programming for students.
- Provide local customized training services to business and industry located within the KCC district.
- Take a leadership role in working with local K-12 schools to improve the percentage of students going on to post-secondary courses.
- Form partnerships in order to collaborate on joint educational and community-based programming.
- Provide consistent, high quality, electronically mediated instruction at all campus centers.

To meet these goals, expansions of regional education were initiated. In 2014, the College completed an expansion of the Eastern Academic Center (EAC) to support the continued growth of the Marshall Opportunity School, a joint venture with the Marshall Public Schools. This innovative program features co-located high school and college programming for high school students, while also serving traditional KCC students. This has resulted in increased enrollment at this Center. More recently, the institution has invested in creating more opportunities for career and technical education opportunities, in welding and mechatronics, at the EAC with the goal of beginning classes in fall 2021.

In Fall 2015, Kellogg Community College worked with Quincy High School to form the Quincy Early College in Branch County. This State-endorsed early college was the first of such a venture at one of our out-of-district regional centers. Since that time, high schools in the College's service area including Battle Creek Central, Bellevue, Branch County (includes Bronson, Coldwater, Pansophia, and Quincy), the Calhoun Area Career Center, Delton Kellogg, Eastern Calhoun Early College (Marshall), Gull Lake, Harper Creek, Hastings, Homer, Lakeview, Pennfield, and Union City have been approved for or are currently running an Early College program.

In Hastings, the College has also expanded programming. In 2012, KCC was made aware of a need to prepare Hastings area students for careers in welding. The Fehsenfeld Center was not equipped for welding, so a new welding lab was opened at the Hastings High School, leveraging their unused space. This program is open to high school and college students.

To best meet the needs for regional education, the College began to create strategies that would allow for mobilization of programs and equipment. As a result, equipment for the Kellogg Advance Manufacturing Assembly (KAMA) training program was purchased and is housed at the Marshall Opportunity School in Albion with the ability to move it to other locations within the College's service area. In addition, the Medical Assistant program was developed with access in mind. Therefore, much of the curriculum is online with the exception of labs and clinical experiences. Lab equipment was purchased ensuring easy transport to any of our regional centers and to high schools offering a healthcare pathway.

In 2018-19, the College responded to the needs of students and employers on the east side of Calhoun County. This collective call to action was a result of collaboration of the Jackson-Calhoun Inter-County Talent Manufacturing Consortium that was founded for the purpose of the Marshall Plan Initiative. Although the Consortium's efforts were not funded by Marshall Plan dollars, the group stayed focused on the work necessary to better serve the east side of Calhoun County through strengthening the workforce. As such, the College re-purposed a significant portion of the EAC located in Albion so that industrial trades programs that have been available on the west side of Calhoun County at the RMTC, is accessible at the EAC. The first programs offered in collaboration with the local ISD and area K-12 school districts are Welding and Electricity/Electronics/Mechatronics, with Machining as a next goal. In addition to programs in manufacturing, the College remodeled the classroom/lab at the EAC that has historically been utilized for Nurse Aide training. The newly renovated room will provide a more effective learning environment for the Nurse Aide Training Program, as well as other healthcare courses such as Medical Assistant and Phlebotomy.

REGIONAL MANUFACTURING TECHNOLOGY CENTER

One example of the College's past and current responsiveness to employer and student need is the RMTC, where the College offers the skilled trades programs and customized training to local businesses. Self-paced, modularized courses in Industrial Electricity and Electronics, HVAC-R, Machining Technology, Pipefitting, Welding, Renewable Energy, and Industrial Technology and Industrial Trades are available at the RMTC. Individuals can sign up for single modules or an entire program within a specified area.

The RMTC is recognized as a national model for manufacturing training. The RMTC faculty and staff work with over 75 area companies and approximately 2,000 individuals yearly to provide skills training and professional development opportunities. In 2013, new programs were added in the skilled trades arena: Renewable Energy and Industrial Technology. Additionally, through a Trade Adjustment Assistance Community College and Career Training (TAACCCT) grant program, the College was able to upgrade equipment in all Advanced Manufacturing Programs. \$1.7 MM in equipment, including an assembly cell for entry level production, was added to the facility. Another \$427,408 of equipment was added in 2015 with funding from the State of Michigan Community College Skilled Trades Equipment Program (CCSTEP) with a 25% match provided by the International Brotherhood of Electrical Workers (IBEW) and local employer partners. In 2017, the W.K. Kellogg Foundation awarded the College \$2.85 MM to start up the iACT program ("Innovative, Accelerated, Credentialed Training"), which is a short-term, accelerated program focused on technical, foundational, and employability skills training. We expect additional enrollment growth in many areas of the Industrial Trades, particularly as the economy improves.

Employers look to the RMTC for assistance in technical training and for qualified graduates to fill available job openings. To keep pace with demand, program staff and students must have the physical space to accommodate not only current need, but future growth opportunities, alike. As such, the RMTC is continually pursuing growth and development opportunities for students that increase employability post-completion, or supports the learning of a new skill or competency. A sample of new programming and development activities includes:

- Maintenance Technician certificate
- Retail Management Course
- Certified Production Technician (CPT) Training [an enhanced version of the program currently known as the Kellogg Advanced Manufacturing Assembly (KAMA)].
- New apprenticeship programs (due in part to state STTF)
- New MNJTP Agreements for employers creating new manufacturing jobs in the community
- Increased focus on Mechatronics
- New industry recognized credentials in partnership with the Smart Automation Certification Alliance
- New mini academic certificates with very specific industry and career focus in Industrial Technology and Machining

Bruin Industrial Trades Mobile Lab

The College was awarded a \$100,000 grant from the DENSO North America Foundation to build a mobile lab, taking the trades on the road. The mobile lab is currently under construction but will house equipment to give students an introduction to the programs and hands on experiences at the RMTC.

Michigan Learning and Education Advancement Program (MiLEAP)

The MiLEAP grant, in the amount of \$1.1 million, was awarded by the Michigan Department of Labor and Economic Opportunity, to Kellogg Community College and Kalamazoo Valley Community College for two years, with the possibility of a third year. The grant will assist job seekers' transitions from short-term education and training programs to high-skill, high-wage employment and career pathways. The College will deliver iACT manufacturing and healthcare (CNA) training in Albion, Coldwater, and Hastings to adults. Career Navigators will work directly with students and provide wraparound support. One manufacturing and one healthcare cohort will be delivered in each region per year and 90 students will be served per year. Training will start in Spring 2022.

TECHNOLOGY INSTRUCTION (Ohm Information Technology Center)

The Ohm Information Technology Center (OITC), constructed in 2003, enables the College to provide training on the latest software and technologies, providing quality computer and computer literacy training at convenient times to our students. Program offerings extend to all facets of technology: programming, networking, applications, software development, telecommunications, hardware and software maintenance, system design work, animation, art, and business and technology incubating.

ALLIED HEALTH (Lyle C. Roll Building)

The Lyle C. Roll Building, renovated in 2005, accommodates the large population of allied health students, some of whom attend classes all three semesters of the year. As the demand for allied health programs continues to exceed the College's ability to accommodate all that are interested, efforts continue to expand programming without sacrificing quality. Simulation labs and a large collaborative classroom were reimaged to provide flexible seating arrangements and additional opportunities to model patient care with high-fidelity mannequins. During the summer of 2021, the dental hygiene clinic will be renovated to minimize all aerosol-generating practices.

EARLY CHILDHOOD EDUCATION (Severin Building)

In 2019, a classroom in the Severin Building was renovated to create a learning lab for students in the Early Childhood Education (ECE) Program. Students in the program are able to experience teaching and working in an environment that simulates what they will encounter when they are employed in the field. The ECE Program is accredited by Commission on the Accreditation of Early Childhood Higher Education Programs of the National Association for the Education of Young Children (NAEYC) and gained reaffirmation of accreditation in fall 2020.

SCIENCE (Schwarz Science Building)

The Schwarz Science Building, undergoing renovation in summer and fall 2021, provides media, document cameras, and hands-on computer software in physics, physical science, chemistry, biology, and anatomy and physiology labs. The labs are supplied with safety showers and ventilated hoods to provide students the safest lab environments possible. Enhanced lab experiences have been added to expand the learning process for students studying the sciences, including the acquisition of two plastinated cadavers and the installation of a new weather station for instructional and institutional use.

HEALTH SIMULATION LABS (C Classroom Building, Roll Building, and Lane-Thomas Building)

The C Classroom Building, renovated in 2010, has helped advance technology options in each classroom by the installation of a health simulation lab to meet the needs of nursing and other health programs. In 2012, the Lane-Thomas building renovation was completed with expansion of the simulation suite in Emergency Medical Services. As competition with regional colleges for clinical placement becomes more challenging, creation and maintenance of high-quality simulation labs become an increasingly important component of health education. In 2015, the State's CCSTEP grant provided the opportunity for the College to expand the simulation opportunities for Nursing, EMS, and Allied Health students. \$339,027 in high fidelity patient simulators, an x-ray unit and other ancillary medical equipment pieces were added with the availability of CCSTEP funds with the required renovation expenses exceeding a 25% match covered by the College's general fund.

ARTS (Binda Theatre and Davidson Building)

The Binda Theatre and Davidson Building renovations in 2014 and 2015 represent the College's commitment to support programming in the Arts discipline. The arts programs serve occupational education students (Graphic Design and Photography and Multimedia), transfer students preparing to pursue a four-year degree, and community and lifelong learning students, and represent an area of growing enrollment. With the improvements to these buildings, the Graphic Design and Photography and Multimedia programs, in particular, will be able to expand their enrollment and support collaboration between the students of both programs.

STUDENT SUPPORT (Student Center)

Completed in 2014, the Student Center has provided a dramatically different environment for students to work collaboratively while having all college student services within easy reach. The creation of The Hub has allowed students to navigate the enrollment process with on-site assistance for new students and in a self-service environment for returning students. On-site enrollment assistance and FAFSA completion are the most common services provided in the Hub where students are also able to apply for admission, complete online orientation, register for classes, make payment arrangements, and request transcripts. In 2017, a help desk was installed in The Hub for students needing technology-related assistance. In an increasingly competitive world, quick and efficient student service is critical in maintaining student enrollment. In 2019, minor renovations were completed in order to rearrange the location of specific departments for the services offered to students, in order to better serve the needs of students.

SUMMARY

KCC is committed to providing instructional equipment and space needs to assure faculty is provided the necessary tools and support for academic programs. The College offers programs, courses and services to meet the education and training needs of business, education, government, health and manufacturing industries. The commitment to provide a quality environment, personal opportunities and services in support of student learning are a constant consideration. Perhaps one of the most distinguishing characteristics of KCC is the repeated proactive response to the District's needs.

B. UNIQUE CHARACTERISTICS

The College service area consists of cities/townships and corresponding public school districts throughout Calhoun, Barry, and Branch counties. Located on the east side of the southwestern part of Michigan, the College reaches approximately 250,000 residents. The College most recently and successfully completed self-studies for NCA Higher Learning Commission accreditation in June 2012, which were accepted and accreditation was extended for an additional 10 years.

CONTINUING EDUCATION

KCC's Institute for Learning in Retirement (ILR) is a community-based membership organization of retirement-age individuals who share a love for learning. ILR members design an academic enrichment program to suit their interests. The college-level pursuits are without concern for credit, grades, or prerequisites.

KCC also has a Lifelong Learning program to create opportunities for the community to enrich their lives without any admission requirements. It is purely for self-improvement or enjoyment, as no credit hours are earned. Various subject areas are developed to meet the needs of the community, with courses in areas such as: Computers and Technology; Cooking; Crafts and Hobbies; Fitness; Healthy and Holistic Living; Home and Garden; Languages; Money; Music and Writing; Professional Development; and youth programs.

INDUSTRIAL / SKILLED TRADES TRAINING

KCC offers several skilled trades degrees and certificates through the RMTTC. Self-paced, modularized courses in Electricity and Electronics, HVAC-R, Machining Technology, Industrial Technology, Pipefitting, Renewable Energy, Industrial Trades, and Welding are available at the RMTTC.

MICHIGAN COLLEGES ONLINE

KCC is an active participant in the Michigan Colleges Online (MCO). The MCO allows Michigan community college students to participate in internet-based courses at colleges other than their own, but still access the support services of their home college and record their success on their home college transcript. The MCO also expands access to unique collaborative and consortial programs in higher education, allowing students from across the state to obtain the training and education without relocating.

MICHIGAN COALITION FOR ADVANCED MANUFACTURING (M-CAM)

M-CAM was formed around a \$24.9 MM, four-year U.S. Department of Labor grant awarded in 2013, representing eight Michigan community colleges working together and proactively collaborating with employers to address identified skills gaps in four key areas of advanced manufacturing. Those targeted for training include displaced workers, the underemployed, veterans, and incumbent workers who require skills upgrading, in addition to connecting skilled candidates to workplace opportunities in advanced manufacturing.

KCC's partner colleges and universities include Bay College (Escondido), Eastern Michigan University (Ypsilanti), Ferris State University (Big Rapids), Grand Rapids Community College, Lake Michigan College (Benton Harbor), Lansing Community College, Macomb Community College

(Warren), Mott Community College (Flint) and Schoolcraft College (Livonia). The M-CAM group agreed to align transfer credit among their Advanced Manufacturing Programs through a formal articulation agreement that supports student mobility, giving them the ability to apply credits earned through an M-CAM program at any one of the coalition colleges, and encouraging continued education and training for ongoing advancement. The four program areas covered by the agreement are CNC/Machining, Multi-Skill Technician/Mechatronics, Production Operations, and Welding. While the TAACCCT grant expired in Fall 2015, the demand for this type of training did not. As a result, the College developed the iACT model to address community needs.

INNOVATIVE, ACCELERATED, CREDENTIALLED TRAINING (iACT)

KCC has offered iACT (Innovative Accelerated Credentialed Training) programming in advanced manufacturing and nursing assistant training since 2017. A new iACT grant in the amount of \$3 MM was awarded in January 2021 from the W.K. Kellogg Foundation. The College announced an expansion of the iACT program to include phlebotomy and service/retail training and has added iACT Next Step, which aims to provide scholarships that iACT participants can use toward associate degrees or certificates. iACT is a short-term, accelerated program focused on technical, foundational, and employability skills training.

The Kellogg Advanced Manufacturing Assembly (KAMA) training program is a 6-week accelerated program that prepares students for entry-level production operation or technician jobs in a manufacturing environment.

KCC's Nursing Assistant Training Program is approved by the Michigan Department of Licensing and Regulatory Affairs. This training prepares students to take the Michigan Nursing Assistant certification exam to become a Certified Nurse Aide (CNA). Students will also receive Basic Life Support (BLS) Provider and Heartsaver First Aid training through the American Heart Association (AHA).

The Phlebotomy course prepares students to perform venipuncture and skin (dermal) punctures in a safe manner and learn about the clinical laboratory environment. In addition, students will learn about the traits and characteristics required to successfully partner with customers and other healthcare professionals.

The Principles of Retail Management course will prepare students to manage the daily operations of the retail industry. In addition, the students will participate in a 15-hour internship at Goodwill that will meet their Service-Learning requirement.

EDUCATIONAL PROGRAMS IN COLLABORATION (EPiC), FORMERLY MICHIGAN RADIOLOGIC AND IMAGING SCIENCE (MiRIS) CONSORTIUM

Serving as fiscal agent, the College collaborated with Grand Rapids Community College, Lake Michigan College, Lansing Community College, Mid Michigan Community College, and Grand Valley State University to establish the MiRIS Consortium for the purpose of sharing resources to offer highly specialized medical imaging programs that would otherwise be financially challenging at best. The first program offered was an Associate Degree in Magnetic Resonance Imaging (MRI) with plans of implementing Certificate Programs in Computed Tomography (CT), Mammography, Cardiac and Vascular Interventional, among others. KCC received approval from the Higher Learning Commission for the consortium in July 2011. When the demand for

programming exceeded the Consortium's capacity, the Consortium enlisted the help of the Michigan Community College Association (MCCA) to assume the role of service provider to the college members. As such, MCCA has served as fiscal agent since 2015, employs the director and manages the common learning platform for which program courses are offered. As of Fall 2018, Consortium members have collaborated to bring to fruition an Associate Degree in Neurodiagnostic Technology and a Certificate in Computed Tomography (CT). The former was at the request of neurologists in need of qualified technologists according to a change in Medicare/Medicaid reimbursement, with the program design and delivery accomplished through a comprehensive partnership with Michigan State University Department of Neurology. The latter was upon demand of hospitals in need of highly qualified technologists with the capacity to keep pace with the ever-emerging sophistication of CT equipment and procedures and requires the student to have certification and an associate degree in radiography to qualify for the program. The name change to EPiC was adopted in 2021 to represent the true collaboration that has expanded outside of medical imaging with many new opportunities in other fields. The EPiC model represents a new approach to leveraging existing facilities to meet student need in specialized programming.

PARTNERSHIPS WITH INTERMEDIATE SCHOOL DISTRICTS

KCC seeks every opportunity to work with K-12 districts in our service area. The College has articulation agreements for occupational programs with six area high schools and five career centers. Moreover, with the launch of Early College throughout the College's service district, KCC is experiencing a new level of partnership in many ways, as these local schools are creating pathways for their high school students to graduate with an associate degree or certificate by the time they finish high school.

PARTNERSHIPS WITH FOUR-YEAR INSTITUTIONS

KCC and Western Michigan University have worked together to facilitate joint enrollment as a pathway to a Bachelor's Degree in Aviation. This unique arrangement features admission to both institutions and differs from a conventional transfer program by allowing participating students to take advantage of academic support and facilities at both institutions for the duration of their program. In addition, in May 2018, KCC and WMU signed an Institutional Articulation Agreement that currently includes agreements for the articulation of 20 degree programs.

In Fall 2018, Olivet College began leasing KCC offices and classrooms to operate their new Bachelor of Science in Nursing (BSN) completion program. This arrangement was made to provide yet another option for our nursing students to obtain their BSN degree, as this is the sole BSN program located in Battle Creek.

KCC also houses Siena Heights University at the Battle Creek campus, with a primary focus on a fast-track business program, allowing students to complete an undergraduate degree and a Master of Arts degree at the Battle Creek campus of KCC.

KCC has numerous other articulation agreements with institutions, including Ohio University, Saginaw Valley State University, Spring Arbor University, Albion College, University of Detroit Mercy, Kalamazoo Valley Community College, Michigan State University, Aspen University, Eastern Michigan University, and Oakland University.

INTEGRATIVE LEARNING DEPARTMENT

The creation of the Integrative Learning (IL) department took place in January 2019, to allow for strategic direction, leadership, innovation, and assessment of service-learning, honors, and international studies / study abroad opportunities. In July 2020, First Year Seminar joined the IL department. Over the last year, the department has been able to make all programs more accessible and increase opportunities through online and virtual learning opportunities. An example of this was through a “Virtual Reality” International Studies course. Students could travel the world from their home or by checking out virtual reality goggles to fully immerse themselves in different places around the world. This department houses many of the high impact practices, which are widely tested and proven to benefit students and their success in a variety of ways. [*High-Impact Educational Practices: What They Are, Who Has Access to Them, and Why They Matter*, by George D. Kuh (AAC&U, 2008)] The high-impact practices include first year seminars, learning communities, global learning, and service-learning. The IL department works to ensure our programming is innovative, transferable, inclusive, and sustainable. The IL programs at KCC promote integrative teaching and learning across divisions via the curriculum and co-curricular programming. Integrative learning allows faculty and students to build connections not only within the classroom, but also outside the classroom – with local communities, local businesses, and nonprofits. Included within the IL department are the following divisions:

- First Year Seminar (FYS) – one-credit FYS course is designed to introduce and connect students to the KCC community, and to assist students in the active development of financial planning for the College, along with setting academic and personal goals. Students work with instructors to learn strategies for their transition into college and to engage in building the skills needed for college success.
- Honors Program – offers academically talented students an alternative way to complete general education requirements. Honors Program students have unique opportunities for academic challenge as well as interaction with other motivated students and Honors Program faculty through coursework and fellowship activities. The Honors Program promotes leadership, and fosters partnerships and mentoring between students and faculty.
- Global and International Studies – KCC offers an Associate Degree in Global and International studies. The degree prepares students for careers in a variety of fields, from education to diplomacy. The program emphasizes global awareness, foreign language proficiency, multiculturalism, and studying abroad. KCC also offers 1-3 trips per year, from studying WWII while traveling through Europe or studying Biology at EARTH University in Costa Rica. Virtual opportunities are developing to increase accessibility for all students.
- Service-Learning – the College fosters the spirit of service and diversity among the student population by working with local community-based organizations such as the New Level Sports, Charitable Union, Food Bank of South Central Michigan, HandsOn Battle Creek, local ministries, schools, public service agencies, and others. Additionally, the College’s Service-Learning program pairs students with those in need in our community. This occurs in the context of many college courses. All students completing a KCC transfer degree are required to complete a service learning experience, and obtain an endorsement on their KCC transcript. Many of our occupational degrees have embedded service learning into their curriculum or have their students participate in

service days. KCC continues to be recognized at the state and national levels for community engagement work.

TRANSFER AGREEMENTS

The College maintains transfer agreements with numerous colleges and universities, in the area and throughout the state for many career pathways. These include, but are not limited to, such institutions as Central Michigan University, Eastern Michigan University, Ferris State University, Franklin University, Grand Valley State University, Lake Superior State University, Kettering University, Michigan State University, Michigan Technological University, Northern Michigan University, Oakland University, Olivet College, Siena Heights University, Spring Arbor University, Trine University, University of Michigan, University of Phoenix, Walsh College, and Western Michigan University.

MiTRANSFER PATHWAYS

The College participates in the Michigan Transfer Agreement (MTA), which facilitates transfer of General Education requirements from one institution to another. In addition, the College has signed on to statewide transfer agreements through the MiTransfer Pathways Initiative. MiTransfer Project is part of the Guided Pathways Initiative, led by the Michigan Community College Association. The goal of the MiTransfer Project is to create multi-institutional pathways so that students can enroll at the community college, complete an associate degree, transfer, and complete a bachelor degree in the identified program of study. The College currently has MiTransfer pathways in Biology, Business, Criminal Justice, and Psychology. Upcoming pathways include Art, Communication, Exercise Science, Mechanical Engineering, and Social Work.

WORKFORCE DEVELOPMENT

KCC is engaged in workforce development in two primary ways. First, the College has been involved in preparing individuals for careers through our career and occupational programming since it began in 1956. By providing an extensive and comprehensive list of both certificate and degree opportunities for students, KCC has produced thousands of graduates who are prepared to enter immediately into the workforce. By sector, KCC has been strongest in the area of Nursing and Allied Health, followed closely by Business, IT, and Skilled Trades. It is also important to draw attention to the strength of the College's transfer programs which ultimately produce students who graduate from four-year degree programs in the areas of Health Science, Engineering, Law and other highly regarded professions.

KCC's Workforce Solutions Department has also been significantly involved in workforce development through incumbent worker training directly for employers. This approach has resulted in thousands of local employees being trained for specific job skills, often utilizing a customized curriculum, resulting in greater employee retention, promotion or even job growth. The local economic development entity leverages this service in attracting new employers to Battle Creek, increasing KCC's value and impact to this community.

BRUIN YOUTH PROGRAMMING

The Lifelong Learning department designs and administers the Bruin Youth Programming initiative; it is focused on connecting area youth with experiences related to higher education and careers. One highlight of this program is Career Exploration Camps held in partnership with multiple academic departments at the College. Through a "day in the life of..." experience, high

school-aged students learn about a variety of career paths and participate in hands-on activities in content areas that include nursing, emergency medical services, criminal justice, and the skilled trades. Classes and camps involving career exploration, technology, robotics, and the arts are offered each summer for elementary, middle school, and high school students. In addition, Lifelong Learning collaborates with community organizations such as Western Michigan University for aviation camps, the Kingman Museum for science camps, and KCC athletic teams and coaches for several sports camps. The purpose of the Bruin Youth Program is to engage students with the College and expand students' educational horizons, especially in the fields of Science, Technology, Engineering, Arts, and Math (STEAM).

C. OTHER INITIATIVES

In addition to the initiatives listed above, KCC is also engaged in the following initiatives that impact facility usage:

GUIDED PATHWAYS

KCC is working with the Michigan Community College Association on the Guided Pathways Initiative. The goals of the initiative are to increase student success, retention, and completion through a targeted First Year Experience, acceleration through transitional studies (i.e., Developmental Education), and increased structure in program pathways leading to degree completion and/or transfer. KCC has developed a robust First Year Experience that includes mandatory orientation, advising, and a First Year Seminar course for all new-to-KCC students. Efforts to accelerate students needing transitional studies include review and revision of placement criteria and offering English Language Learning in place of traditional transitional reading and writing courses. Development of pathways for all degree programs has been completed and articulation agreements are in place for many programs. Faculty will continue to work with the MiTransfer Network to develop statewide articulation agreements for many popular transfer majors. Funds have been allocated to support travel for faculty, staff, and administrators to participate in statewide meetings for the Guided Pathways effort.

Building on the momentum of our previous work, KCC will join other institutions in embedding equity considerations into the Guided Pathways efforts. We will use data to identify and understand equity gaps among students so that we can address non-academic needs and connect students with public resources or benefits.

MICHIGAN NEW JOBS TRAINING PROGRAM (MNJTP)

MNJTP is a contract-training reimbursement program developed by the Michigan Community College Association (MCCA) and administered through Michigan community colleges. MNJTP is available to employers that are creating new full-time jobs in the state, and it can provide flexible funding to meet a variety of training and employee development needs. A wide range of training can be covered from highly specialized/customized training to basic skills instruction:

- Adult basic education and job-related instruction
- Developmental, readiness, and remedial education
- Vocational and skills assessment services and testing
- Subcontracted services with public universities and colleges in Michigan, private colleges, or universities, or any federal, state, or local department or agency
- Contracted professional services

- Training that happens at the company site, delivered by the employer’s corporate trainers

Funds to cover the cost of training are attained through a diversion of state withholding taxes generated by the wages of eligible new positions and deposited into a training account at the College. Businesses can gain a competitive edge through virtually cost-free training of their new employees. Currently, the College has three active contracts. Total award amounts are below:

- Cosma - \$500,000
- Bowers Aluminum - \$50,000
- Motus - \$450,000
- Tenneco - \$250,000 was voided this month due to falling below original employment numbers

Workforce Solutions sales in MNJTP grant dollars totaled \$60,900 in FY 2021.

SKILLED TRADES ASSOCIATE IN APPLIED SCIENCE DEGREE

KCC is leading the way for college and apprenticeship partnerships by creating a Skilled Trades Associate in Applied Science Degree. The degree program aligns with a State of Michigan initiative to encourage students who complete a registered apprenticeship program to continue their education and achieve an associate degree. Initiated by the construction trades unions, the degree will benefit individuals who complete the related trade instruction portion of their apprenticeship through a trade or union school.

TRANSITIONAL STUDIES (DEVELOPMENTAL EDUCATION)

As a key component of the Guided Pathways work, the College is working to accelerate students through transitional studies courses such as reading, writing, and mathematics skills.

Transitional courses are designed to bring students who enroll unprepared for college-level work to the college-level. To accelerate students through Developmental Education, the College implemented the Accelerated Learning Program (ALP) model for English in Fall 2018. This model allows students who place into the highest level of Transitional Writing, to take it as a co-requisite to English Composition, thus allowing student to earn college credits more quickly. English Language Learning courses are being offered as another option for students who, due to language barriers, cannot place into college-level courses. Similar co-requisite models are being implemented in key math courses for fall 2021. A co-requisite course will replace the lowest level of transitional math so that students will be able to complete their developmental coursework in one semester instead of two. A co-requisite course to move students more quickly into College Algebra will also be implemented in fall 2021. An additional co-requisite course to aid students in math for liberal arts programs is under development and will be offered in the spring of 2022. In addition, the College reviewed placement measures and is implementing placement by multiple measures. Effective Fall 2020, many recent high school graduates will be able to use their high school GPA to waive placement testing.

TECHNOLOGY-ENHANCED INSTRUCTION

KCC offers over 230 online courses (almost 1000 course sections) each academic year. Through the leadership of the faculty, several online courses are added to the schedule each year. In Fall 2020, due to COVID-19 measures, KCC transitioned and offered approximately 75% of all course offerings online. This shift was supported by vital student services that mirrored existing face-to-

face services, e.g., tutoring available in person and online. College facility renovation and additional equipment have also brought open computer labs to new locations in the community, permitting those without Internet access to use College facilities to participate in online courses. In addition to the application of technology to increase internet access, technology is available to enhance the quality of instruction. Classrooms are equipped with projection systems to provide visual reinforcement to the interactions within the classrooms. Faculty or student presentations can incorporate audio, video, and images from a variety of sources, including DVDs, the internet, computer files, documents, YouTube videos, and physical objects. While the College has been very proactive with ensuring classrooms are well-equipped with internet service, hardware, software, and work-based instructional equipment, it has recently become obvious that the classrooms need to be prepared to support individual devices, especially those used for test-taking so that students are able to finish a lengthy exam without the disruption of a failing battery.

The College is also re-evaluating some classrooms and considering renovation to provide the best possible learning environment that aligns with today's active teaching methodologies. During the spring and summer of 2021, the IRT department inventoried classroom technologies and began updating all classrooms in priority order. As of fall 2021, approximately 90% of all college classrooms in Battle Creek and at the regional centers have been upgraded. Lecture halls are an example of an archaic arrangement for the delivery of course content in some courses and programs. Evidence of this can be found in the recent renovation of the Nursing lecture hall in the Roll Building on main campus. The lecture-styled room did not align with best-practice active learning pedagogy. The room has now been equipped with movable furniture and high-level technology enabling faculty and students to better use the space for demonstration and practice of high-risk medical skills in a low-risk learning environment. Similar changes are being made in the science lecture rooms as part of the Schwarz Building renovation.

D. ECONOMIC DEVELOPMENT IMPACT

In 2020, a comprehensive economic report for KCC was completed by EMSI. This report described the economic impacts generated by the College's existence. The study presented an investment analysis from the perspectives of students and taxpayers, as well as an economic growth analysis to determine the relative contribution of KCC to regional income.

The impact KCC makes on the economy annually, according to the EMSI study completed in 2020, is approximately \$160.5 MM, which supported 2,862 jobs in the region. This included \$35 MM in operations, \$3.9 MM in construction spending, \$1 MM in student spending, and \$120.6 MM in income generated by KCC alumni. A KCC associate degree graduate will receive an increase of approximately \$9.3K annually as compared to a person with a high school diploma or equivalent working in Michigan.

The economic development portion of the 2020 study showed the following programs in high demand, with low supply, for both certificate and associate degrees:

- Business Administration and Management
- Medical Administrative / Executive Assistant & Medical Secretary
- Machine Tool Technology / Machinist
- Welding Technology / Welder

KCC's service area's industry subsectors with jobs with employment concentrations, are:

- Transportation Equipment Manufacturing
- Nursing & Residential Care Facilities
- Fabricated Metal Product Manufacturing
- Food Manufacturing
- Electrical Equipment, Appliance, & Component Manufacturing

The study recommended that program expansion should be considered in the following certificate areas, to meet the gaps in the regional economy:

- Business Administration and Management (also associate degree)
- Medical Administrative / Executive Assistant & Medical Secretary (also associate degree)
- Machine Tool Technology / Machinist (also associate degree)
- Mechanics and repairers (also associate degree)
- Manufacturing Engineering Technology/Technician (also associate degree)
- Welding Technology/Welder (also associate degree)
- Health Aide
- Accounting Technology/Technician & Bookkeeping
- Electrician (also associate degree)
- HVAC & Refrigeration Maintenance Technology/Technician (also associate degree)
- Criminal Justice/Police Science

The EMSI study indicated that KCC is a strong investment for students, taxpayers, and society, and creates value from multiple perspectives – students receive a great return for their investments in KCC education, taxpayers' investment in KCC returns more to government budgets than it costs and creates a wide range of social benefits throughout Michigan. KCC enriches the lives of students by raising students' lifetime earnings and helping them achieve their individual potential.

III. STAFFING AND ENROLLMENT

A. ENROLLMENT AND PROGRAM ACCESS

FULL AND PART-TIME ENROLLMENT

Listed below is a snapshot of the student enrollment in programs for Summer 2020, Fall 2020, and Spring 2021. The program codes represent the type of degree a student is seeking (100s = Certificate Programs, 200s = Associate Degrees, 300s = Transfer Programs, and 400s = Personal Interest such as Guest Students, Customized Training, Dual Enrollment, etc.).

2020-21 Academic Year Enrollment

Program Code	Active Major	Full-Time	Part-Time	Total
103	Computer Programming	0	3	3
104/104A	Accounting	1	14	15
105	Administrative Assistant	0	8	8
107	Art Enrichment	0	2	2
118	Corrections	1	2	3
127	Basic Emergency Medical Technician	1	16	17
128	Paramedic	7	15	22
136	Industrial Trades	0	65	65
140	Human Services Technician	2	4	6
142	Graphic Design	2	7	9
145	Renewable Energy	0	1	1
148	Computed Tomography (CT) Technologist	0	1	1
150	Industrial Electricity and Electronics	0	55	55
151	Industrial Machining Technology	0	12	12
153	Industrial Pipefitting	0	7	7
155	Industrial Welding	1	24	25
156	Industrial HVAC and Refrigeration	0	24	24
164/164A	Business Management	1	11	12
168	MOS Master Preparation	0	1	1
171	Music Enrichment	0	5	5
174/174X	Practical Nursing	0	10	10
177	Medical Assistant	9	39	48
181	Industrial Technology	0	17	17
191	Web Design and Development	1	1	2
194	Photography and Multimedia	0	3	3
196	Law Enforcement - Police Academy	15	16	31
201	Cyber Security	2	17	19
203/203A	Accounting	24	107	131
206/206A	Administrative Assistant	2	36	38
207	Neurodiagnostic Technologist	0	8	8
209	Exercise Science	0	1	1
213	Business Management	56	314	370
214	Computer Engineering Tech – Computer Programming	5	32	37
215	Early Childhood Education	10	175	185
216	Computer Networking	5	21	26
220	Computer Aided Drafting and Design	5	30	35
221	Computer Engineering Technology	3	24	27
228/228X	Dental Hygiene	6	90	96
230	Corrections	0	4	4
239	Emergency Medical Services	2	42	44

242	Human Services Technician	12	98	110
244	Graphic Design	11	39	50
248	Industrial HVAC and Refrigeration	0	15	15
250	Industrial Pipefitting	0	4	4
251	Industrial Electricity and Electronics	1	57	58
252	Industrial Machining Technology	0	9	9
255	Law Enforcement	10	41	51
259	Industrial Welding	1	27	28
261	Skilled Trades	0	20	20
274	Photography and Multimedia	0	23	23
278/278X/278A/278AX	Nursing – Full-Time	37	480	517
279/279X/279A/279AX	Nursing – Part-Time	6	678	684
283/283X	Physical Therapist Assistant	4	118	122
286	Public Safety	0	4	4
287/287X	Magnetic Resonance Imaging	2	30	32
288/288X	Radiographer	13	71	84
290	Industrial Technology	1	6	7
303	Associate of Agricultural Science	0	27	27
305	Global & International Studies	0	1	1
311/311A	Associate in Arts	32	139	171
312	Associate in Science	42	137	179
313	Associate in General Studies	109	594	703
314	Associate in Criminal Justice	8	64	72
317	Associate in International Studies	0	4	4
331	Associate in Elementary Education	12	44	56
400	Personal Interest	2	585	587
402	Guest Student	2	186	188
405	High School Dual Enrollment	7	999	1006
407	Lifelong Learning	1	231	232
408	High School Early College	33	266	299
410	Health	0	28	28
415	Office	0	1	1
420	Technical	0	81	81
425	Criminal Justice Seminar	0	2	2
450	Customized Training	0	82	82
TOTALS		507	6455	6962

STUDENT PROGRAM ACCESS / ALTERNATIVES

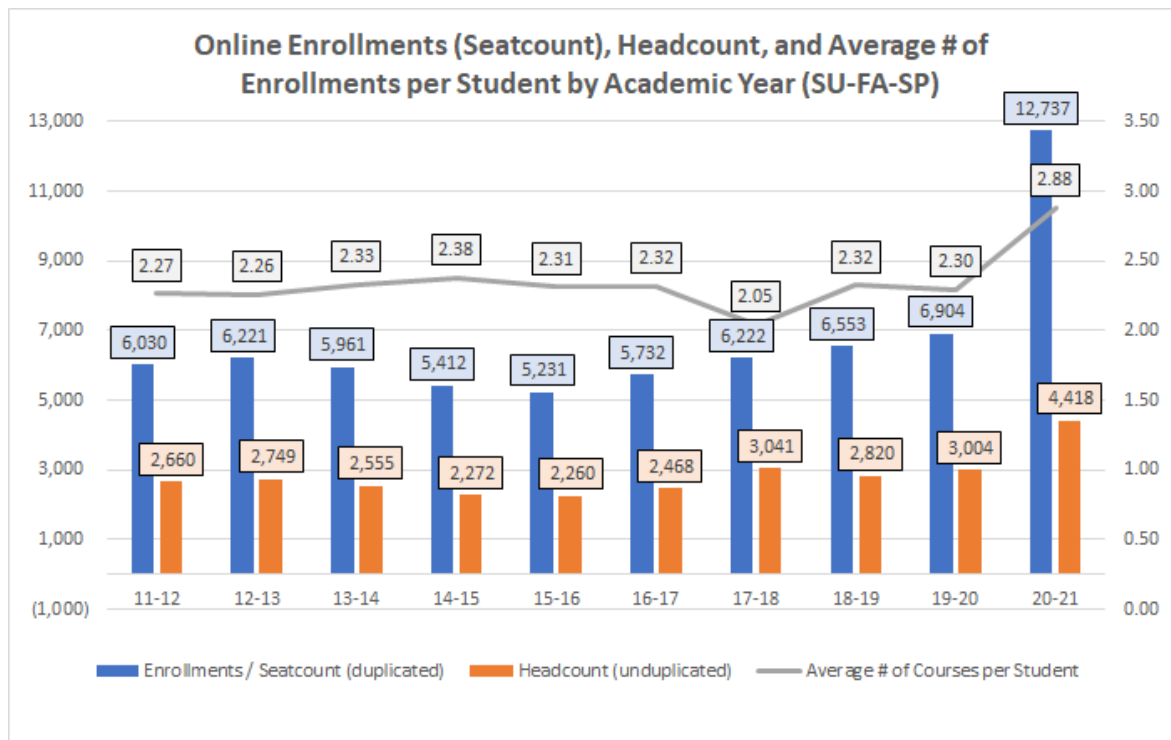
KCC serves a diverse population of students. Many of these students have family, employment, community responsibilities and busy schedules, resulting in very little time for traditional class hour attendance. Therefore, online courses continue to be used to present lessons, provide tools for virtual classroom interaction, and administer assessments. Instructors encourage use of the vast resources available on the internet for completing class assignments. Currently, KCC offers approximately 230 online courses (almost 1000 course sections) per academic year, plus hundreds of additional courses through the Michigan Colleges Online.

Hybrid online courses balance the best features of in-class instruction with the best online features to promote active participation and independent learning. Hybrid courses have scheduled meetings at designated times and places, but classroom contact hours are reduced in a range between 25 to 75 percent, depending on the course. Accelerated Learning Program courses pair transitional studies and college-level coursework to expedite student progression.

KCC’s goals related to alternative course delivery are to:

- Provide students with access to equipment and networks necessary for participation in Internet-based courses.
- Ensure equipment and software needed for participation in alternative delivery courses are easy to learn and use.
- Provide students and faculty with effective and efficient instructional support.

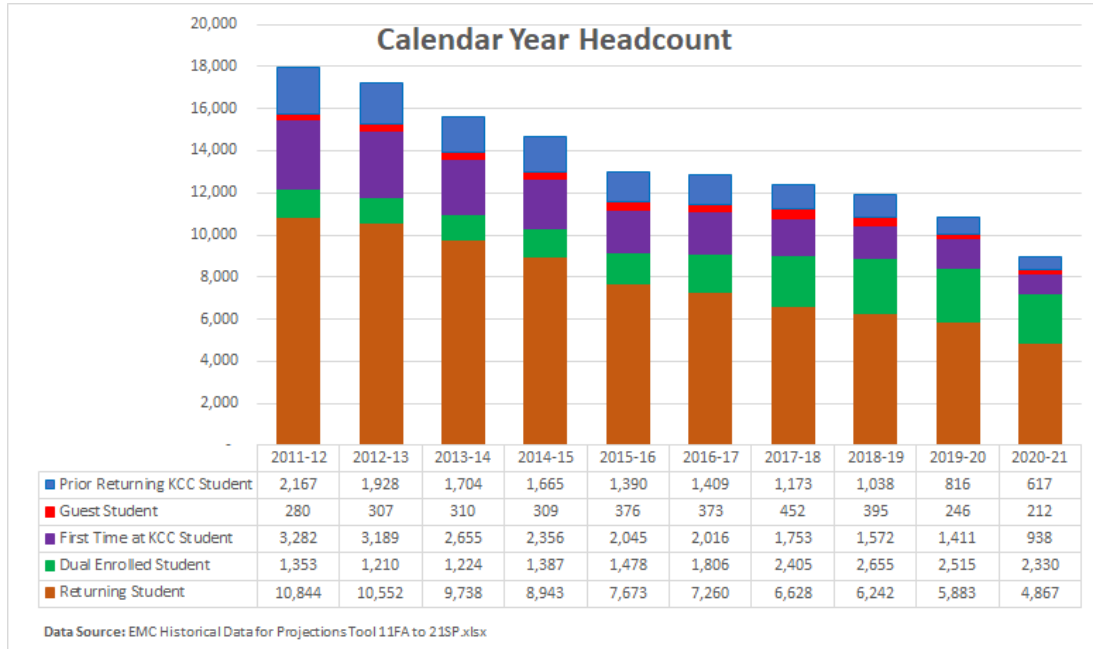
The following chart demonstrates the enrollment trend of students who take online courses. In the 2020-2021 year, the number of online enrollments (seat count) was at a 10-year high. The average number of online courses taken per student was 2.88. The number of unduplicated online students (headcount) was 1,691 students higher than the previous 5-year average of 2,719. This is a positive indicator when considered in contrast to the overall decline in the KCC total student seat count and headcount.



B. PREVIOUS ENROLLMENT OVER PAST TEN YEARS

The College’s Enrollment Management Cabinet (EMC) recognizes that KCC continues to respond to the prolonged decline in enrollment that is playing out across higher education. In addition to demographic and economic changes, higher education is now facing the unprecedented impact of a pandemic.

To be sure, enrollment is not declining across the board. For example, the EMC anticipates continued gains in our dual enrollment and guest student populations. These two areas, especially dual enrollment, have grown in recent years and are likely to increase in the future.



CONTACT HOUR ENROLLMENT BREAKDOWN—Comparison of KCC with MI community colleges

The following chart represents the contact hour percentage comparisons by Activity Classification Codes (ACS), as well as the KCC-to-State Community College totals:

Student Contact Hours in Instructional Sub Activity as a % of Total Student Contact Hours for 2019-20

	1.1 General Education		1.2 Business & Human Services		1.3 Technical & Industrial Occupations		1.4 Health Occupations		1.5 Developmental Education & Basic Skills		1.6 / 1.7 Human Development / Personal Interest	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
KCC	686,460	46.07	260,322	17.47	128,598	8.63	331,393	22.24	39,313	2.64	43,873	2.94
State	35,491,906	56.46	11,184,856	17.79	4,596,836	7.31	7,455,676	11.86	2,967,224	4.72	1,164,212	1.85

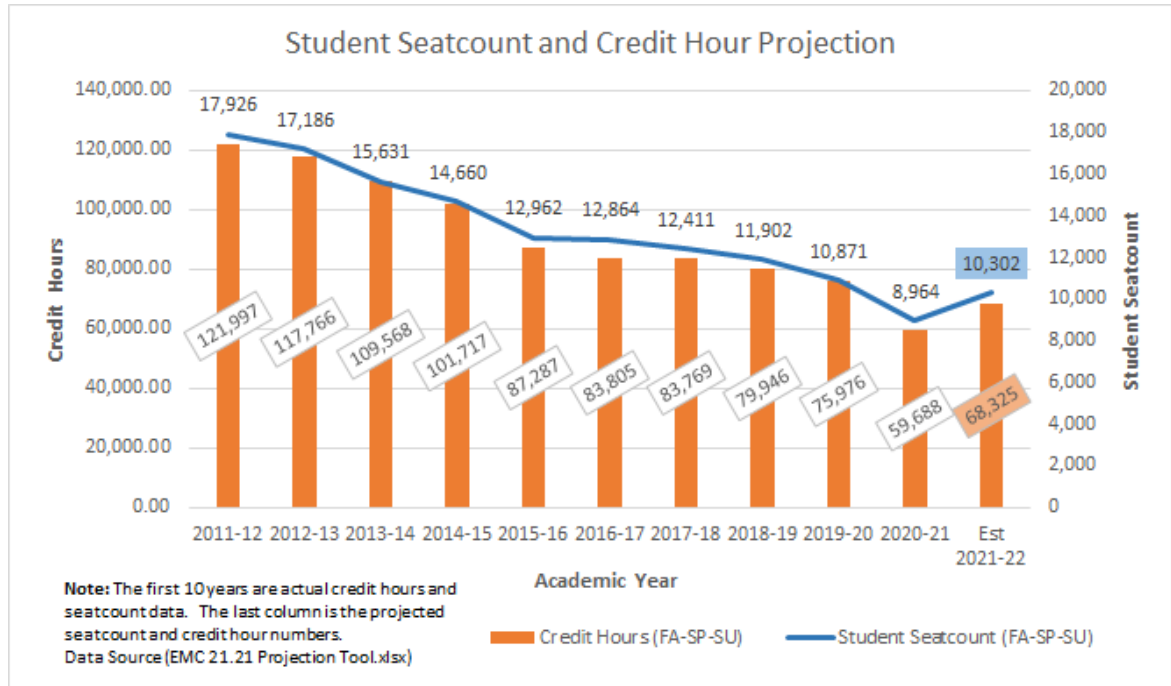
The data shows that KCC is near or above the State average for contact hours in the occupational areas 1.2, 1.3, and especially 1.4, Health Occupations, where we see our percentage of student contact hours at 22.24% as compared to the State average of 11.86%.

C. PROJECTED ENROLLMENT OVER NEXT FIVE YEARS

The College’s EMC projects KCC’s overall for-credit enrollment for the next academic year. Because of the unknown impact of the COVID-19 pandemic, the EMC has only projected out one year and then estimates flat enrollment for the following four years.

The EMC will continue its environmental scanning and annual predictions to identify changes that may affect the College’s enrollment and allow a timely response. The projection of total credit hours is based on the EMC’s careful study of historical and projected enrollment patterns at KCC, historical and projected enrollment changes at other Michigan community colleges and various economic and demographic indicators – including unemployment rates, workforce

participation, population, high school enrollment, and real estate sales – in the KCC service area. The projection also incorporates estimated persistence rates and credit-load averages for each student category within each of KCC’s three annual semesters.



D. CURRENT INSTRUCTIONAL AND SUPPORT STAFF

KCC prides itself on keeping faculty and staff committed to excellence with students as the top priority. As of Fall 2021, there are 92 full-time faculty and 4 non-instructional full-time faculty, 371 part-time faculty (for Fall 2020), 104 full-time administrators, 1 part-time administrator, 60 full-time and 12 part-time clerical and technical support staff, 5 maintenance personnel, 40 part-time temporary administrative and clerical employees, and 29 student employees at the College. The following charts show the number of Faculty per academic program:

FULL-TIME FACULTY PER ACADEMIC PROGRAM

Arts & Communications / Arts	2
Arts & Communications / Communication	2
Arts & Communications / Communication Technology	0
Arts & Communications / English	8
Arts & Communications / Spanish	0
Arts & Communications / Theatre	1
Arts & Communications / Vocal Music	1
Business	5
Computer Aided Drafting	1
Computer Engineering / Networking	2
Counselors	2
Dental Hygiene	2
Early Childhood Education	1

Emergency Medical Services.....	4
First Year Seminar	1
Graphic Arts	1
History.....	2
Human Services.....	1
Librarians.....	2
Mathematics / Science.....	17
Medical Assistant Program	1
Nurse Aide Trainer	2
Nursing.....	12
Office Information Systems	2
Physical Education & Wellness	2
Physical Therapist Assistant.....	2.5
Radiology Technology	1
Reading	1
Social Sciences	7
Trades.....	7
Total Full-Time Faculty	92*

**Total for Employee Headcount (Primarily Instruction) and Faculty Headcount by Program do not match. The Employee Headcount does not include librarians (2) and counselors (2), who are included in the overall Faculty Headcount by Program list.*

PART-TIME FACULTY PER ACADEMIC PROGRAM

Allied Health.....	2
Arts & Communications	50
Aviation	3
Business	17
Computer Aided Drafting.....	3
Criminal Justice	32
Clinical Assistant/Nursing	48
Dental Hygiene.....	7
Early Childhood Education.....	16
Emergency Medical Services.....	31
First Year Seminar	6
Graphic Design	5
Lifelong Learning.....	6
Mathematics / Science.....	29
MRI.....	3
Nursing.....	24
Nurse Aide Training.....	4
Physical Education	2
Social Science	30
Trades.....	27
Upward Bound	15
Workforce Solutions	11
Total Part-Time Faculty	371

E. PROJECTED STAFFING NEEDS

Projected staffing needs based on 5-year enrollment estimates and future programming projected is likely to remain as is with flat enrollment trends.

F. CLASS SIZE

One of KCC's priorities is to maintain manageable class sizes so instructors can work with students individually, and to encourage student participation in class discussions. Only special circumstances allow class size to exceed 40. Courses that involve extensive writing assignments and developmental education courses typically have a class size less than 25. It is not projected that class size will shift dramatically in the coming years.

IV. FACILITY ASSESSMENT

A. SUMMARY OF FACILITIES

Following is a description of each facility according to categories outlined in “net-to-gross ratio guidelines for various building types” as referenced in the DTMB Office of Design and Construction Major Project Design Manual, appendix 8.

BUILDING	NET ASSIGNABLE AREA		CIRCULATION AREA		CUSTODIAL AREA		MECHANICAL AREA		GROSS BUILDING	CONSTRUCTION AREA	
BINDA	11,218	51.0%	5,759	26.2%	197	0.9%	2,289	10.4%	21,990	2,527	11.5%
CLASSROOM C	17,142	57.8%	4,732	15.9%	2,429	8.2%	3,067	10.3%	29,668	2,298	7.7%
DAVIDSON	22,598	63.4%	7,204	20.2%	294	0.8%	2,068	5.8%	35,656	3,492	9.8%
EAC	12,778	64.9%	3,427	17.4%	222	1.1%	1,804	9.2%	19,692	1,461	7.4%
FEHSENFELD CENTER	15,025	53.9%	3,702	13.3%	138	0.5%	7,759	27.8%	27,890	1,266	4.5%
GRAHL CENTER	13,853	63.8%	4,051	18.7%	0	0.0%	2,344	10.8%	21,698	1,450	6.7%
LANE THOMAS	18,992	55.5%	6,536	19.1%	2,584	7.5%	1,389	4.1%	34,233	4,732	13.8%
LRC	29,198	69.8%	1,089	2.6%	1,988	4.8%	3,947	9.4%	41,840	5,618	13.4%
MILLER PE	19,297	77.5%	3,000	12.0%	42	0.2%	496	2.0%	24,903	2,068	8.3%
OITC	29,531	55.7%	9,328	17.6%	420	0.8%	9,871	18.6%	53,009	3,859	7.3%
RMTC	41,417	84.3%	2,042	4.2%	987	2.0%	1,902	3.9%	49,125	2,777	5.7%
ROLL	35,615	59.0%	9,591	15.9%	2,429	4.0%	3,916	6.5%	60,327	8,776	14.5%
SCHWARZ	12,448	57.1%	4,457	20.4%	146	0.7%	1,534	7.0%	21,817	3,232	14.8%
SEVERIN	10,862	63.8%	2,791	16.4%	29	0.2%	1,406	8.3%	17,038	1,950	11.4%
STUDENT CENTER	18,227	60.1%	4,010	13.2%	3,557	11.7%	1,688	5.6%	30,312	2,830	9.3%
WALKWAY	0	0.0%	6,422	84.8%	0	0.0%	0	0.0%	7,575	1,153	15.2%
WHITMORE	3,604	44.9%	2,719	33.9%	0	0.0%	872	10.9%	8,021	826	10.3%

Following is a description of each facility, including building age, use patterns, and an assessment of general physical condition:

ASSESSMENT OF GENERAL CONDITION KEY	
Excellent	Building extensively renovated
Adequate	Building minimally renovated
Poor	Building requires renovation

Building	Age	Use Patterns	Assessment of General Condition
Binda Performing Arts Center	61 yrs	Performing Arts, Meeting Space	Excellent
C Classroom Building	56 yrs	Classrooms, Administrative Offices	Excellent
Eastern Academic Center	20 yrs	Classrooms, Administrative Offices	Excellent
Davidson Building	52 yrs	Classrooms, Administrative Offices	Excellent
Fehsenfeld Center	25 yrs	Classrooms, Administrative Offices	Excellent
Grahl Center	27 yrs	Classrooms, Administrative Offices	Excellent
Lane-Thomas Building	60 yrs	Classrooms, Administrative Offices	Excellent
Miller PE Building	3 yrs	Classrooms, Physical Education, Administrative Offices	Excellent
Learning Resource Center	61 yrs	Computer Lab, Library	Excellent
Ohm Information Technology Center	18 yrs	Computer Labs, Classrooms, Administrative Offices	Excellent
Regional Manufacturing Technology Center	32 yrs	Technical Education, Classrooms, Administrative Offices	Excellent
Roll Health & Administration Building	43 yrs	Allied Health, Classrooms, Administrative Offices	Excellent
Schwarz Science Building	62 yrs	Science Labs, Classrooms, Administrative Offices	Adequate
Severin Building	62 yrs	Classrooms, Administrative Offices	Adequate
Student Center	61 yrs	Cafeteria, Kitchen, Student Space, Administrative Offices	Excellent
Whitmore Building	62 yrs	Administrative Offices	Adequate

Facilities Lifecycle and Building Improvement Study

Since its founding, KCC has sought to achieve its vision of providing the highest quality services to meet the higher education needs of the community. Over the years, the College has consistently grown and matured in its physical plant as it meets the challenges of higher education. Today, KCC facilities include a main campus complex, as well as satellite campus locations in Coldwater, Albion, Hastings, and Fort Custer.

In 2012, voters approved .75 mills to fund capital improvements for 15 years (2013-2027). In 2013, the College commissioned Walbridge to complete an updated lifecycle and building improvement study of all KCC facilities and centers, in order to properly capture the necessary renovations and maintenance needed for the same 15 years. The study's cost analysis was updated in 2018 and the following improvements and renovations are remaining after being prioritized and recommended through 2030:

i. CLASSROOM C BUILDING

- Interior Renovations:
 - General Trades
 - Fire Protection
 - Plumbing
 - HVAC
 - Electrical / Lights
- Toilet room renovations
- Painting walls and ceilings

ii. EASTERN ACADEMIC CENTER (Albion)

- Interior Renovations:
 - General Trades
 - Fire Protection
 - Plumbing
 - HVAC; update controls
 - Electrical / Lights
- Painting walls and ceilings

iii. FEHSENFELD CENTER (Hastings)

- Interior Renovations:
 - General Trades
 - Fire Protection
 - Plumbing
 - HVAC; update controls
 - Electrical / Lights
- Painting walls and ceilings
- Exterior Façade clean and repair
- Remove and replace asphalt shingle roof
- Card access controls – classroom doors

iv. GRAHL CENTER (Coldwater)

- Interior Renovations:
 - General Trades
 - Fire Protection
 - Plumbing
 - HVAC; update controls
 - Electrical / Lights
- Painting walls and ceilings
- Exterior Façade clean and repair
- Remove and replace metal roof with EPDM Membrane System
- Remove and replace garage asphalt shingle roof
- Replace windows
- Card access controls – classroom doors

- v. MUSIC CENTER OF SOUTH CENTRAL MICHIGAN**
 - Painting walls and ceilings
 - Card access controls – classroom doors

- vi. OHM INFORMATION TECHNOLOGY CENTER (OITC)**
 - Interior Renovations:
 - Fire protection
 - Plumbing
 - HVAC; update controls
 - Electrical / Lights
 - Elevator flooring
 - Toilet room renovations
 - Painting walls and ceilings
 - Back of house stairs
 - Sliding exterior doors

- vii. REGIONAL MANUFACTURING TECHNOLOGY CENTER (Fort Custer)**
 - Dashboard for existing wind and solar

- viii. ROLL BUILDING**
 - Interior Renovations:
 - General Trades – corridor flooring
 - Fire Protection
 - Plumbing
 - HVAC; update controls
 - Electrical / Lights
 - Toilet room renovations
 - Painting walls and ceilings
 - Renovate glass skylight structure

- ix. SEVERIN BUILDING**
 - Interior Renovations:
 - General Trades – corridor flooring
 - Fire Protection
 - Plumbing
 - HVAC; update controls
 - Electrical / Lights
 - Painting walls and ceilings
 - Card access control to doors
 - Exterior façade clean and leak repairs
 - Back of house stairs
 - Remodel food court/lobby

- x. WHITMORE BUILDING**
 - Interior Renovations:
 - General Trades

- Fire Protection
- Plumbing
- HVAC; update controls
- Electrical / Lights
- Toilet room renovation
- Painting walls and ceilings

xi. MISCELLANEOUS

- Building connector:
 - Replace 25 HW/CH fan coil units
- Physical plant:
 - Replace modular boilers – *50% completed*
 - Rebuild chillers and cooling tower – *50% completed*
- Campus site infrastructure:
 - Parking Lots E, J
 - Driveways
 - Sidewalks
 - Campus beautification, wells, signage, and miscellaneous

Major Campus Improvements

Since KCC completed its original 21st Century Facilities Study in 1997, the College has made changes and updates in numerous areas. Listed below are the major campus improvements over \$1MM since 1997:

- 2001 Renovation of the Emory W. Morris Learning Resource Center (LRC)
- 2001 Partial Renovation of the Miller PE Building
- 2002 Expansion and renovation of the Regional Manufacturing Technology Center (RMTC)
- 2002 New Eastern Academic Center (EAC) in Albion
- 2003 New Ohm Information Technology Center (OITC) and enclosed walkway on campus
- 2004 New maintenance building and entrance drive expansion
- 2005 Renovation of the Joe Schwarz Center
- 2005 Renovation of the Whitmore Center
- 2005 Renovation of the Classroom A Building (now the “Severin Building”)
- 2005 Renovation of the Lyle C. Roll Building
- 2006 Renovation of the Davidson Visual & Performing Arts Center offices
- 2009 Renovation of the Classroom C Building
- 2009 Renovation of the entrance stairs
- 2010 Expansion of student parking by the Miller Building
- 2010 Renovation of the RMTC welding lab
- 2011 Partial renovation of the EAC to meet K-12 building fire codes
- 2012 Renovation and addition of the Lane-Thomas Building
- 2012 New welding lab at the Hastings Area High School (now called “RMTC North”)
- 2013 Renovation of the Student Services building and cafeteria (now called “Bruin Bistro”)
- 2013 Addition to the EAC
- 2014 Renovation of the Binda Performing Arts Center
- 2015 Renovation of the Davidson Visual & Performing Arts Center

- 2016 Addition to the RMTC
- 2017 Demolition and construction of new Miller Physical Education Building
- 2018 All Campus and Regional Centers Restrooms
- 2018 Mini-renovation of the LRC
- 2018 Renovation of the RMTC
- 2020 Renovation of EAC Classrooms
- 2021 Renovation of the Dental Clinic in the Lyle C. Roll Building
- 2021 Renovation of the Schwarz Science Building

Following are detailed summaries of the major campus improvements as listed above, which have been completed since the 21st Century Initiative began in 1997:

Learning Resource Center – 2000

The Emory W. Morris Learning Resource Center (LRC), a 36,000 square foot facility, built in 1959 with an addition in 1975, was ready for a facelift and major re-work of its HVAC and electrical systems. In planning for two years, and after a successful millage campaign in June 1998, the voters of Calhoun County approved a multi-year funding proposal to upgrade the North Avenue (Battle Creek) campus buildings. With all of the finishes, furnishing and new technologies, the College expended \$3.3 MM on the LRC renovation. The construction began in fall 1999, creating an addition to the LRC, which included high-density shelving for most of the book collections. The building design focused on today's students and their need for multiple types of study spaces, accommodating small group study rooms, collaborative computing spaces as well as individual study spaces.

Covered Walkway – 2002

An enclosed walkway was designed to allow students to move through the main cluster of buildings and not have to face inclement weather conditions. The open covered walkway was demolished in the summer of 2000, and an enclosed walkway was constructed as a State project and opened for the fall 2002 semester. The walkway allows student access to the Severin Building, C Building, Whitmore Building, Roll Building, Student Center, Binda Performing Arts Center, Learning Resource Center, Ohm Information Center, and the Schwarz Science Building. The walkway also provides added safety for students with the addition of a security station.

Ohm Information Technology Center – 2003

The new State-funded Ohm Information Technology Center opened August 2003. It houses computer technology classrooms (Microsoft training, CISCO, networking, electronics, CAD and graphics) and lab environments. Also located in the building is a customer service center designed to provide students with financial aid and business office functions in one location. The information technology faculty and staff are located in an office suite on the third floor to provide easy access for students. The Bridge is also located on the third floor of the building and offers a user-friendly atmosphere for developmental learning and tutoring. An open entry lab on the main level provides non-traditional students with accommodations for software training in a flexible timeframe. Three lecture rooms created for business and industry have the capability to be combined into one large lecture hall by opening the mobile walls and reconfiguring tables designed with coasters for mobility. Phase II of this project included the following improvements behind the Ohm Information Technology Center: site clearing and demolition, layout for drives, parking, walks and site amenities, site grading and erosion control, storm water drainage,

landscaping, and site lighting. This parking project created additional parking which somewhat alleviates the current lack of parking on campus.

Phase II Landscaping – 2003

A landscaping project for the land adjacent to the Ohm Information Technology Center and the Schwarz Science Building was completed in August 2003. The project provided lighting, irrigation, trees, and other plants in the courtyards, around the Ohm Information Technology Center, and around the Schwarz Science Building. A landscape barrier of trees and shrubs separated the property between the back of the Learning Resource Center, Ohm Information Technology Center, Schwarz Science Building and the residential properties adjacent to the campus on Central Street. Inner duct connectivity has been buried underneath the asphalt to address future data and technology demands. New asphalt and curbing finished this project, adding faculty parking to make space for student parking in the other campus parking lots.

Boiler House – 2003

The boiler house, located inside the Information Technology Center, is a power plant designed to provide heating and cooling for the entire campus, with the exception of two campus buildings that have self-contained systems. The demolition of the old boiler house happened during May 2003 and the work process began to change the campus' two-pipe system to a four-pipe system, providing connectivity to the new central boiler and chiller system.

Davidson Building Addition: Music Center – 2003

Construction began in 2002 on a 10,000 sq. ft. addition to the Davidson Building for the Music Center of South Central Michigan. The addition was completed August 2003 and contains a large and small rehearsal hall, administrative offices, practice rooms, a small child development classroom, and a music library.

Utility Building – 2003

Construction began in July 2003 on a utility building to replace the storage space for equipment and vehicles lost with the demolition of the former boiler house. The building was completed in October 2003.

Whitmore Building – 2004

Construction began in March 2003 on a College-funded renovation of the 6,200 sq. ft. Whitmore Building. The renovation was completed in July 2004, and the building now houses the Human Resources, Accounts Payable, Purchasing, and Information Services departments in a more centralized and easily accessible location for students and staff.

Lyle C. Roll Building – 2005

Construction began in fall 2004 on the State-funded renovation of the 64,724 sq. ft. Lyle C. Roll Building, completed during fall 2005. The renovation was designed to expand space and improve the learning environment of the health occupational programs, re-use an existing campus building, and centralize KCC's administrative staff. It currently houses the nursing, dental hygiene, physical therapy, and radiography programs. The renovated Roll Building space better accommodates the large population of allied health students, some of whom attend classes all three semesters of the year. The renovation of the Roll Building also created an exterior entrance to the dental hygiene training clinic that services the community. The Roll Building

provides an excellent venue for the expansion of the allied health programs. These programs are in need of additional space to address the increased student enrollment, as well as the latest technology and lab practicums to keep in step with the increasing demands of the health field.

Additional Parking on Circle Drive – 2005

Construction began in June 2004 to widen the current Circle Drive to provide 60 additional parking slots, handle two-way traffic, and increase lighting, all in an attempt to improve safety and create better access to both ends of campus. A joint entrance with KCC's neighbor, Bronson Battle Creek Hospital, was also created to allow for additional parking spaces. The City of Battle Creek added a traffic light at this entrance to remedy what had previously been a traffic hazard. Both projects were completed by August 2005.

Severin Building Renovation and Bridge to C Building – 2005

Construction began May 2005 for the renovation of the Severin Building, as well on a bridge connecting the Severin and C Classroom buildings. The two-story building houses eight classrooms as well as 13 faculty offices for the social science area of the College. Upgraded technology was added to the classrooms to enhance the instructional environment, and mechanical and electrical improvements were made. New exterior dual-pane insulating glass replaced the single-pane windows for energy efficiency. The faculty offices were upgraded to accommodate the heavy volume of students that use the building. Students use the bridge that connects the Severin and C Classroom buildings as a study area and walkway. Improvements to the bridge included mechanical upgrades, new windows, carpeting and student seating. Construction was completed in August 2005.

Davidson Visual & Performing Arts Center Office Renovation – 2005

Renovation of the arts and communication faculty and staff office area of the Davidson Building began in May 2005 and was completed in December 2005. Additional storage was added for the equipment required for instruction of the arts. Windows were replaced to cut energy consumption and the mechanical and electrical systems were upgraded.

Front Steps Renovation and Handicap Ramp – 2009

The main front steps entrance was in serious need of repair and in need of a ramp to accommodate the physically challenged and students with rolling book bags. The steps were chipping and the brick foundation walls were settling, so a project was completed to renovate the front steps. The College made the decision to self-fund the project in June 2009, and it was completed August 2009.

C Classroom Building Renovation – 2010

The 31,633 sq. ft. C Classroom Building was self-funded by KCC in 2010. The building was constructed in 1965 and was the second academic classroom built on the College's main campus. The building has always served as a general classroom building and contains ten classrooms, and faculty / staff office suites for the math, business and English departments. Major improvements made included replacing the mechanical, electrical, and plumbing systems. Classrooms were also enlarged to accommodate higher enrollment.

Lane-Thomas Building Renovation – 2012

The 29,756 sq. ft. Lane-Thomas Building renovation and addition was self-funded by KCC in early 2011, completed in spring 2012. Originally constructed in 1965, the Lane-Thomas building was initially used for technical and trade skills education, but later became the location for the Emergency Medical Services (EMS) program, Criminal Justice, the KCC Police Academy, Facilities, Public Safety, Print & Document Services, and Shipping & Receiving. Major improvements included replacing the roof, and the mechanical, electrical, and plumbing systems. The College's bookstore relocated to the Lane-Thomas building (previously housed in the upper level of the Student Center), so that it was more accessible to students. The building also has improved general-purpose classrooms, a computer lab, and staff offices for EMS, Criminal Justice, Facilities, Public Safety, and the Police Academy departments. This addition included an enclosed stairwell and elevator, as well as a new student study area and lobby.

Student Services Building Renovation – 2013

The Student Center has served as a space for the social development of students by providing the student commons area as well as the cafeteria and the bookstore. In preparation for a complete renovation from 2012 to 2013, the bookstore was moved to the Lane-Thomas Memorial Building to make way for a new student self-service area known as "The Hub" – a concept that places all of the enrollment steps in one location. Other areas updated include the student commons area, cafeteria, the dining room with the W.K. Kellogg Memorial wall sculpture, and offices for the Student and Community Services division.

Eastern Academic Center Addition – 2013

In 2011, Kellogg Community College and Marshall Public Schools entered into an agreement regarding the use of the EAC. Marshall Public Schools needed a site for their Alternative High School students to receive their education, and the EAC was the perfect location for such a great opportunity. The building was brought up to K-12 codes before the partnership began, but soon it was apparent that the EAC was overflowing with both Marshall Alternative High School students and regular KCC students. In 2013, the Cronin Foundation granted KCC half the cost of an addition to the EAC, thereby providing the opportunity to increase the limited space at the EAC. This addition included three classrooms, a seminar room, and additional office space for shared use by KCC and the Marshall Alternative High School.

Binda Performing Arts Center Renovation – 2014

Completed in 2014, the Binda Performing Arts Center self-funded renovation included a full renovation and an addition to the building. The goal was to create a new lobby for space to hold an intermission, as well as serve as a large event location for such occurrences throughout the school year as job fairs, student organizations and events, community events, staff meetings, etc. The renovation also included additional backstage storage, new materials and finishes, new ceiling and lighting, HVAC modifications, improved acoustics for performances, refinished terrazzo flooring, and the complete replacement of the electrical and mechanical systems.

Davidson Building Renovation – 2015

The Davidson Visual and Performing Arts Center was completed in August 2015. The renovation included a complete remodel and repurposing of the building, initially constructed in 1969, with a minor office-space only renovation in 2006. In addition to art and music classroom renovations, updates to the building include the complete replacement of the electrical and

mechanical systems, HVAC modifications, a new art gallery space for student and community pieces, new seating in the auditorium used for performances and classes, the move of our Graphic Design program to the Davidson Building from another campus building, a new study lobby space in the lower level, and an additional computer lab.

RMTC Addition – 2016

In 2015, the College secured funding from the Battle Creek TIFA in order to expand the RMTC training center so the College would have the space to meet the overwhelming needs of the area manufacturing companies. Along with a large section of open, finished lab space to be shared among several programs, the 8400 sq. ft. addition included classroom space for the electrical apprenticeship training program, and room to expand current training options for possible programs such as industrial technology / process control technology, mechatronics, and certifications recognizable by the industry. The Governor’s TAAACCT grant helped, in part, to push the training requests beyond what the previous space could hold, so this addition was greatly needed. The addition to the RMTC serves four purposes, which are to increase advanced manufacturing training programs and services, enhance partnerships with business and industry, engage youth in industrial trade careers, and expand Workforce Solutions training and services for local business and industry.

Miller Physical Education Building Construction – 2018

Completed in Fall 2018, the new Miller Physical Education building is a one-floor, 25,200 square foot building. The building houses a competition basketball/volleyball court, one academic classroom, dedicated cardio and weight rooms, men’s and women’s locker rooms, an athletic training room, and a concession area. There is also an out-building to house batting cages, with additional storage. This building addresses all the needs for the College’s physical education and intercollegiate athletic programs that it provides for the student population. With the new building, the College has revamped its intercollegiate athletic programs to introduce men’s and women’s cross country (Fall 2018), women’s soccer (Fall 2019), and men’s and women’s bowling (Fall 2020), and developed new degree programs in Health and Fitness Science, and Sport and Fitness Management, and also a new Fitness Specialist certificate.

Campus and Regional Centers Restroom Renovations – 2018

This project addressed the deficiencies in restrooms across campus and at regional centers, in order to meet ADA requirements, refresh, and repurpose to create Nursing Mother’s rooms and gender-neutral facilities. Floor finishes, plumbing, and electrical lighting were replaced or addressed. The project was completed in September 2018.

Learning Resource Center Upgrade – 2018

As its first upgrade since its initial major renovation in 2000, this building received new flooring, added LED lighting, modernized the facility elevator, created new archival space, expanded the training center to hold more stations, added two new conference spaces, created a community teaching space, upgraded security cameras, rekeyed the building, and added an emergency generator. The project was completed in September 2018.

RMTC Renovation – 2018

Approved for Capital Outlay funding in 2016 and completed in 2019, the RMTC renovation significantly prolonged the lifespan of the existing building and site by addressing key

deficiencies in the building's envelope (re-roofing and new insulation) and infrastructure components [new energy-efficient HVAC system, new electrical infrastructure (lighting, power, and communications), and repaving of existing drives and parking areas]. The renovation has improved instructional and support services to students, as it allows for increased classroom capacity, improved student flow, better customer and instructional service, and a relocated study resources area for greater student success and learning outcomes.

Physical Plant – 2019

In 2019, 5 of the 10 boilers and 1 of the 2 chillers on campus were rebuilt. The remaining boilers and chiller will be completed in the near future in order that the lifecycles can be spread out over time and not have to be replaced all at once.

EAC Classroom Renovations – 2020

In 2019, the College began the renovation of classrooms at the EAC in order to meet the needs of the community and industry on the eastern side of the KCC district. The renovation included the repurposing of 6 general classrooms into 3 occupational training labs, including a nurse aide training lab, a mechatronics lab, and a welding lab. Other improvements to the building included new HVAC in that section of the building, new lighting, painting, a new delivery service driveway for the welding lab, and the replacement of old carpeting in the hallways.

Lyle C. Roll Building's Dental Clinic Renovation – 2021

The COVID pandemic in 2020-2021 resulted in changes to social distancing within the dental clinic on the College's campus. These restrictions forced the College to operate at half capacity, serving half the number of students within the Dental Hygiene program, so the College addressed the issue by redesigning the clinic to meet the new requirements. The new layout adds partitions and additional space between each of the 10 dental chairs by repurposing the existing locker rooms and adjunct offices, and restores the locker rooms and adjunct office by renovating an existing storage room. Also included within this project was the replacement of all 10 dental clinic chairs, new computers for the new treatment areas, and additional furniture items.

Schwarz Science Building Renovation – 2003 & 2021

The 23,118 sq. ft. Career Development Center was renovated in 2002 and completed in 2003 to the new Schwarz Science Building. The renovation resulted in the improvement of programming by connecting instruction with technology in a flexible learning environment. The renovated building contains several labs: two large tiered, one small lecture, one physics/physical science, one miscellaneous, one chemistry, one biology, and an anatomy/physiology. All labs have adjoining prep rooms. Storage rooms accommodate both equipment and acid storage. Four refrigerators and a deionization unit provide the needed support for lab experiments. Lighted storage units in the lower-level hallway provide a visual display of science equipment and instruments. Technology in the building includes overhead projection, document cameras, and hands on computer software. The building is also supplied with safety showers and ventilated hoods to provide students the safest lab environment possible. In 2004, benches were installed in the hallways to accommodate student seating between class sessions. In 2021, the College upgraded general finishes and addressed an ADA issue with the chair lift as it could only operate from the walkway level to the first floor. The new lift will allow for travel to the second floor. The upgrade also included the replacement of lighting with LEDs.

Other Campus Improvements

Since the facilities study was completed in 1997, the College has made changes and updates in numerous areas. Listed below are other campus improvements by year in which they occurred:

1998	Learning Resource Center	New roof and skylight
2001	Severin Building	Remodeled second floor classrooms
2001	Severin Building	Remodeled second floor restrooms
2001	Binda Theatre	Remodeled restrooms
2001	Lane-Thomas Building	Re-stripped parking lot
2001	Miller Building	Re-landscaped brick sign at Roosevelt
2001	Main Campus	Widened and resurfaced service road
2001	Lane-Thomas Building	Repaired and repainted steps
2001	Main Campus	Replaced lighting on Circle Drive
2001	Main Campus	Replaced two storm drains along North Avenue
2002	Binda Theatre	Replaced and upgraded lighting
2002	Binda Theatre	Painted ceiling and trim
2002	Davidson Building	Renovated D202 (carpet, furniture, technology, acoustics)
2002	Fremont Street Service Drive	Widened and re-paved service drive
2002	Main Campus	New gas line and centralized gas meters installed
2002	Main Campus	Installed new main power lines
2002	Main Campus	Installed new hydronic pipe lines
2002	Main Campus	Installed new campus directional signage
2002	Main Campus	Built ADA ramp onto the Student Center
2002	Main Campus	Landscaping and new plantings in Roll courtyard
2002	Student Center	Student Center Upper Level renovation
2002	RMTC	Re-surfaced parking lot
2003	Student Center	Re-carpeted corridors in lower level
2003	Fehsenfeld Center	Increased ventilation in telephone/head end room
2003	Bookstore	Increased size of cage
2003	Phase II Landscaping	Additional parking spaces and landscaping created
2003	Severin Building	Window replacement
2003	Roll & Miller Buildings	Resurfaced parking lots/designed additional spaces
2003	Davidson Building	Resurfaced parking lot
2003	Davidson Building	Re-landscaped front of building
2003	Davidson Building	Painted walls/ceilings/hallways on main level
2003	Davidson Building	Replaced walls/ceiling lights in art gallery
2003	Davidson Building	Replaced furniture in the lobby & art gallery
2003	Davidson Building	Replaced bulletin boards on main level with tack surfaces
2003	Davidson Building	Installed new exterior lighting
2003	Grahl Center	Re-carpeted corridors and main office area

2003	Grahl Center	Installed heat-tape on roof drip edge to prevent leaks
2003	Covered Walkway	Replaced carpet tiles with porcelain pavers
2004	Lane-Thomas Building	Carpeted and painted new EMS offices
2004	Lane-Thomas Building	Upgraded wall paint and sink in EMS classroom
2004	Lane-Thomas Building	Upgraded wall paint and sink for temporary nurses testing room and classroom
2005	RMTC, Lot E, H	Resealed and repaired parking lot
2005	Eastern Academic Center	Resealed and repaired parking lot
2005	Fehsenfeld Center	Resealed and repaired parking lot
2005	Grahl Center, Lot G	Resealed and repaired parking lot
2005	Circle Drive	Installed new plants and rock beds
2005	Battle Creek Campus	Refreshed mulch beds and replaced plants in mall
2005	RMTC	HVAC controls upgraded
2005	Battle Creek Campus	Upgraded lighting on Fremont Street entrance using existing poles
2005	Battle Creek Campus	Upgraded exterior signage and added banners
2005	Whitmore Building	Built mini café coffee and soft beverage station
2005	Battle Creek Campus	Soccer field – Installed bleachers, scoreboard, fence
2005	Battle Creek Campus – Miller Building	Installed irrigation and re-landscaped
2005	Battle Creek Campus	Installed irrigation and re-landscaped North Avenue KCC sign
2005	Battle Creek Campus	Re-sealed and re-striped four parking lots
2006	Fehsenfeld Center	Replaced 280 classroom chairs with adult seating
2006	Battle Creek Campus	Replaced seating in the cafeteria and Student Center
2007	RMTC	Landscaping redone
2007	Battle Creek Campus	Irrigation installed on the Circle Drive
2008	RMTC	Installed energy efficient lighting
2008	RMTC, Grahl and Fehsenfeld Centers	Security enhancements (cameras, door lock panic buttons)
2008	Whitmore Building/Walkway	Installed (3) wide screen display monitors f/events
2008	Grahl Center	Installed new wallpaper in corridors
2008	Grahl Center	Installed new carpet in (2) classrooms and office area
2008	Student Center	Renovated Bruin Café - new laminated tables and wall dividers, painted walls, purchased new tablecloths
2008	Student Center	New workstations (2) purchased for admissions
2008	Battle Creek Main Campus	New interior/exterior no smoking signage installed
2008	Binda Performing Arts Center	New theater seating
2008	Binda Performing Arts Center	New carpeting in theater
2008	Lane-Thomas Building	New vinyl flooring on first floor ramp
2008	Student Center	New tables and chairs in the Café Connection
2008	Student Center	New stove and griddle for Bruin kitchen
2008	Lane-Thomas Building	Reception station, tables, chairs for Testing Center
2009	Student Center	New garbage disposal for Bruin kitchen

2009	RMTC	Upgraded industrial trades area; created automated robotics lab
2009	Ohm Information Technology Center	New chairs in the OITC business and industry rooms
2009	Ohm Information Technology Center	Wall paneling installed in O103, O104, O107, O108, O109
2009	Grahl Center	Installed electronic locks
2009	RMTC	Installed new exterior doors
2010	RMTC	Installed solar array and wind turbines
2010	Roll Building	Installed new exterior door and built in floor mats in the NW foyer entrance
2010	Roll Building	Renovated the service elevator and added new signage
2010	Lane-Thomas Parking Lot / Fremont St.	New Curbing Added
2010	Roll Building	Renovated service area
2010	RMTC	Renovated Welding Lab to add more workstations
2011	Grahl Center	Installed new boilers, cooling tower, DDC Controls
2011	Schwarz Science Building	Expanded Anatomy lab
2011	Davidson Building	Repaired pedestrian bridge
2011	Whitmore Building	Installed outdoor seat wall bench
2011	Fehsenfeld Center	Enhanced DDC Controls for HVAC system
2011	RMTC	Installed electrical vehicle charging station
2011	Main Campus	Installed electrical vehicle charging station
2012	Eastern Academic Center	Installed two new boilers
2013	Ohm Information Technology Center	Renovated Testing & Assessment Center, and Academic Support Center (The Bridge)
2013	Circle Drive	Historical Marker installation and landscaping
2013	Eastern Academic Center	Addition of 3 classrooms, seminar room, and offices
2014	Grahl Center	Upgraded carpet in five classrooms; painted; landscaped
2014	Severin Building	Replaced exterior sandstone and interior walls due to water damage
2016	Roll Building	Patched roof and partially repaired building envelope
2016	Fremont Street & Parking Lots	Repaved and restriped
2016	Roll Building	Repaired roof
2016	Roll Building	Masonry work
2017	Ohm Information Technology Center	Installed thermostatically controlled vent system
2017	Schwarz Science Building	Replaced roof
2017	Eastern Academic Center	Interior finishes and new reception cubicle system
2018	Severin Building	New corridor flooring
2018	Regional Centers and main campus	Created Nursing Mother's rooms and all-gender restrooms with ADA accessibility
2018	Regional Centers and main campus	Upgraded restroom finishes
2018	Severin Building	Minor upgrades to Social Science office space
2018	Main Campus	Repaved Roosevelt Drive and Parking Lots G and I
2018	Main Campus	Added new lighting, cameras, and phones for safety

2019	Main Campus	Structurally repaired campus walkways
2019	Severin Building	Renovated Early Childhood Education lab (SB209) to meet accreditation requirement
2019	Roll Building	Roof replacement
2019	Roll Building	Renovated Nursing Program tiered lecture hall (R210) to address ADA issues and usability
2019	Lane-Thomas Building	Two new offices
2019	Lane-Thomas Building	Refurbished EMS ambulance
2019	Parking Lot H	Resurfaced and relined to address safety issues
2019	Main Campus	Northside Gateway enhancement
2021	Circle Drive	Resurfacing
2021	Main Campus	LED lighting throughout campus
2021	Miller PE Building	Boiler replacements
2021	Main Campus	Server room A/C replacement
2021	Main Campus	Reflecting Pools restoration

B. BUILDING AND CLASSROOM UTILIZATION RATES

The following chart contains building and classroom utilization rates for teaching space per building at all campus locations, identifying classroom and lab usage rates. The following data reflects trackable usage by students only. Some campus events are not reportable and therefore are not included in the data below.

SPACE UTILIZATION AVERAGE: SPRING SEMESTER 1/1/20 - 5/9/20										
BUILDING	PEAK (10am-3pm)		OFF PEAK (8am-10am)		OFF PEAK (3pm-5pm)		EVENING (5pm-10pm)		WEEKEND	
	% utilized	% of capacity	% utilized	% of capacity	% utilized	% of capacity	% utilized	% of capacity	% utilized	% of capacity
Binda Theater:	8.82%	25.00%	9.40%	34.38	6.45%	25.00%	6.88%	25.00%	0.53%	25.00%
C Classroom Building:	36.43%	66.10%	24.64%	61.58%	12.96%	74.51%	16.71%	34.83%	0.00%	0.00%
Davidson Building:	23.46%	32.49%	7.90%	13.10%	10.70%	28.44%	16.38%	26.88%	0.26%	6.31%
EAC:	6.10%	25.54%	0.06%	7.69%	0.60%	3.85%	3.33%	35.36%	0.00%	0.00%
Fehsenfeld Center:	11.07%	33.00%	5.62%	27.08%	5.07%	20.83%	8.21%	14.91%	0.00%	0.00%
Grahl Center:	6.73%	19.64%	3.12%	6.50%	7.18%	15.35%	13.94%	20.55%	0.00%	0.00%
LRC:	24.91%	43.06%	25.27%	33.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Lane-Thomas Building:	12.24%	175.12%	12.02%	180.09%	9.41%	191.67%	6.90%	179.06%	0.38%	3.36%
Miller PE Building:	11.87%	15.42%	17.92%	0.44%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Ohm Information Technology Center:	24.76%	49.82%	15.63%	41.14%	16.26%	39.19%	12.43%	34.65%	0.10%	10.71%

Roll Building:	32.29%	36.69%	26.24%	42.13%	19.59%	34.70%	5.48%	32.31%	0.00%	0.00%
RMTC:	21.37%	0.00%	24.23%	0.00%	13.69%	0.00%	0.15%	15.63%	0.00%	0.00%
Schwarz Science Building:	42.15%	49.28%	32.68%	37.66%	27.55%	56.90%	17.55%	44.34%	0.00%	0.00%
Severin Building:	35.06%	50.63%	19.07%	49.54%	5.95%	53.07%	19.21%	30.49%	1.15%	11.11%

C. FACILITY STANDARDS

KCC is not a research facility or hospital. However, the RMTC does use industrial machinery and complies with OSHA standards for industrial trades.

D. FUNCTIONALITY OF EXISTING BUILDINGS

The existing buildings at KCC have continued to serve their function, though at a diminished level as programs, curricula, teaching methods and delivery systems evolve. The purpose of this 21st Century Initiative is to systematically improve the quality of the physical facilities across KCC's campuses in order to provide the highest quality educational opportunities for its students and constituents.

E. REPLACEMENT VALUE OF EXISTING BUILDINGS

The current insured replacement value of all College facilities and contents is approximately \$157,000,000.

F. UTILITY SYSTEM CONDITION

The utility system condition for each building (i.e. HVAC, water and sewage, electrical, etc.), is as follows:

UTILITY SYSTEM CONDITIONS KEY	
Excellent	Systems modernized with direct digital control systems
Adequate	Systems meet minimum code requirements
Poor	Systems do not meet minimum code requirements

Building	Facility Age	Utility System Condition
Binda Performing Arts Center	61 yrs	Excellent
C Classroom Building	56 yrs	Excellent
Eastern Academic Center	20 yrs	Excellent
Davidson Visual & Performing Arts Center	52 yrs	Excellent
Fehsenfeld Center	25 yrs	Adequate
Grahl Center	27 yrs	Adequate
Lane-Thomas Building	60 yrs	Excellent
Miller PE Building	3 yrs	Excellent
Learning Resource Center	61 yrs	Excellent

Ohm Information Technology Center	18 yrs	Excellent
Regional Manufacturing Technology Center	32 yrs	Excellent
Roll Health & Administration Building	43 yrs	Adequate
Schwarz Science Building	62 yrs	Adequate
Severin Building	62 yrs	Adequate
Student Center	61 yrs	Excellent
Whitmore Building	62 yrs	Adequate

G. FACILITY INFRASTRUCTURE CONDITION

The condition of the facility infrastructure (parking lots, roads, and bridges) is considered “adequate”, as some surfaces are still in need of repair or repaving.

H. ADEQUACY OF EXISTING BUILDINGS AND INFRASTRUCTURE TO MEET CURRENT AND PROJECTED NEEDS

With the improvements recommended under the 21st Century Initiative and under this five-year plan, the existing facilities and infrastructure will be prepared to serve current and future needs of the students and citizens of KCC. The buildings are adequate at this time.

I. INSTITUTIONAL ENTERPRISE-WIDE ENERGY PLAN

KCC has an Energy Advisory Committee and a College-wide energy management plan. Energy audits of all institutional facilities have been completed. The major goals of the plan are as follows:

- Reduce total electric energy consumption by 6%.
- Reduce total natural gas consumption by 10%.
- Use occupancy sensors to control both lighting and HVAC.
- Close campuses on Fridays during summer months to reduce peak hour electrical consumption.
- Install energy efficient lighting (LED) to the maximum extent possible.
- Use building management systems to control common area lighting and hot water heaters.

J. LAND OWNED, CAPACITY FOR FUTURE DEVELOPMENT, ACQUISITIONS NEEDED FOR FUTURE DEMANDS, AND REPURPOSING

KCC owns the following properties as part of its campus system:

- Main Campus (Battle Creek)108.7 acres
- Grahl Campus (Coldwater).....16.1 acres
- Fehsenfeld Campus (Hastings).....95.0 acres
- Eastern Academic Center (Albion)10.0 acres
- Regional Manufacturing Technology Center (Battle Creek)7.5 acres

In 2017-2019, the RMTC was renovated by way of the Governor’s Capital Outlay, in order to repurpose and reset for technical training needed for the next 25 years. In 2018, the Miller PE Building was torn down and reconstructed because it was unable to be renovated with current NCAA requirements for court sizes. In 2019, the College took steps to shrink its carbon footprint by 55,216 CSF.

K. OBLIGATION TO STATE BUILDING AUTHORITY

The following buildings are subject to a lease among the State of Michigan, State Building Authority State of Michigan, and Kellogg Community College.

BUILDING	DATED	EXPIRING	LENGTH
Ohm Information Technology Center ("Computer Technology" project)	10/31/2003	10/31/2038	35 years
Regional Manufacturing Technology Center	7/1/2019	6/30/2054	35 years

V. IMPLEMENTATION PLAN

A. PRIORITIZE MAJOR CAPITAL PROJECTS

FISCAL YEAR 2023

CAPITAL OUTLAY MAJOR PROJECT REQUEST

Institution Name: Kellogg Community College

Project Title: Severin Building Renovation

Project Focus: Academic Research Administrative/Support

Type of Project: Renovation Addition New Construction

Approximate Square Footage: 17,038 sq. ft.

Total Estimated Cost: \$1,770,000

Estimated Duration of Project: 1 year

Is the Five-Year Plan posted on the institution's public internet site? Yes No

Is the requested project the top priority in the Five-Year Capital Outlay Plan? Yes No

PROJECT PURPOSE

The Severin Building at Kellogg Community College is over 60 years old, with one renovation completed in 2005 to address technology and energy efficiency deficits, mechanical and electrical issues, classroom furniture, and windows. Many of its systems are reaching the end of their expected lifecycle, which includes classroom technology, lighting, HVAC controls, and general infrastructure. These systems are critical to the College's ability to provide a safe, secure, and comfortable learning environment. This project would renovate the classrooms and update the HVAC systems in the Severin Building in order to create an environment conducive to exceptional learning standards for students and staff.

SCOPE OF PROJECT

This project includes the renovation of existing classroom spaces to make them more efficient. Efficiencies will be gained by installing LED lighting in the entire building. The project will also address the aging HVAC systems by installing new components, and cleaning, calibrating, and updating controls on existing systems. Also included in the renovation is an overall update of finishes in classrooms, including painting, flooring and furniture. Additionally, the building entrance and lobby area will be renovated in order to create a more functional space for students to collaborate.

PROGRAM FOCUS OF OCCUPANTS

The classroom program focus of this building are social science, early childhood and teacher education, math, and business. In addition to the areas focused on student instruction, faculty and staff offices for social science and education are within the Severin Building.

ADDITIONAL INFORMATION

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

Social science faculty teach critical thinking skills relevant to aspects of society, including racial inequities, democracy, ethical decision-making, society structures, history, and psychology perspectives. Occupational workforce training is available for early childhood education and human services, creating highly skilled professionals ready to enter the workforce.

This project addresses deficiencies in the setting necessary to support a positive learning environment. If a positive learning environment exists without failure or interruption, new skills, degrees, certificates, and proficiencies can be gained more easily without setbacks. Students’ motivation to learn increases when the environment is inviting, their retention increases when the environment is relevant, accessibility increases for all students when teaching equipment is functional and up-to-date, and staff motivation increases when the facility is in good repair.

How does the project enhance the core academic, development of critical skill degrees, and/or research mission of the institution?

In support of active learning environments to fulfill the primary mission of the College, Social Science instructors need flexible and safe building facilities. Up-to-date, relevant learning environments promote attainment of course learning outcomes, retention of students, and the ability to prepare work-force ready graduates. Social Science students benefit from accessing flexible furniture, learning in comfortable conditions, and equipment promoting accessible learning. Antiquated learning environments are distracting for students, promoting diminished attainment of learning goals. For example, if instructional stations are outdated and projector lighting is of poor quality, students may be prevented from seeing visuals well. Staff spend a great deal of instructional time trying to troubleshoot equipment.

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

Yes.

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

Rather than expend additional dollars to construct a new building in order to meet greater demand and resolve the issues from an aging building, the College is taking the current footprint and adapting it to modern technology, learning environments, and efficiency standards. The majority of this building is used for traditional classroom instruction for such areas as social science, math, business, education, and service learning; therefore, the most logical route to support investment in the existing facility is to reset the building’s lifecycle. This project supports exactly that.

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

Yes, the project will address the following existing life/safety deficiencies:

- The replacement of existing analog security surveillance cameras with state-of-the-art IP surveillance cameras

- The expansion of the existing card key system to facilitate quick-reaction electronic lockdown of the facility.

In addition, one elevator serves as the main disability access to the second floor of the Severin Building along with access to the fourth floor of the adjacent building. The elevator breaks down regularly as it has reached the end of its expected lifecycle, causing students needing assistance to the adjacent floors to have to wait for assistance from security to use an elevator typically locked down for access.

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

The College measures utilization of existing facilities by way of a room utilization software, for scheduled classes by student and faculty, and meetings by employees. This project will improve usability of the rooms by making them more functional for a more diverse group of users.

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

This project is a sustainable one because the College is renovating an existing facility rather than tearing down and rebuilding. The College will also incorporate its standard portfolio of sustainable principles, including occupancy sensors, HVAC, and lighting controls.

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

Yes, match resources will be available as KCC voters approved a millage in November 2012 for 15 years that will help with capital improvements.

If authorized for construction, the state typically provides a maximum of 75% of the total cost for university projects and 50% of the total cost for community college projects. Does the institution intend to commit additional resources that would reduce the state share from the amounts indicated? If so, by what amount?

The College's intent is to fully utilize the State's share of the project.

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

No, we anticipate a reduction in College operating costs due to an increase in efficiency of the systems in the scope of work.

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

There will be no impact to student tuition and fees, as the College's share of this project is part of the 21st Century Initiative, funded by a capital millage renewed by the College's voters in 2012.

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

If this project is not authorized, students will not have the benefit of an up-to-date learning environment and have to endure declining classroom conditions. Instructors will continue to have subpar instructional equipment. Energy savings will not be realized and ageing equipment will still need replacement, while potential failures could lead to lost instruction time.

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

The requested project is preferable to the following alternatives considered, because it is more cost efficient in the long term:

- *Tear down the current building and construct a new one:* the cost of such a venture will most likely be much higher than simply updating the current building.
- *Continue to maintain repairs as best as possible without completing any renovation:* though cost efficient in the short term, the building will eventually, desperately need major improvements that will be better served to renovate rather than continually applying cosmetic bandages.

B. IMPACT OF DEFERRED MAINTENANCE

The systems comprising the existing building are reaching the end of their expected lifespan. They are energy inefficient and do not conform to current design standards. These systems are critical to a safe, secure, and comfortable learning environment, and deferring maintenance could be potentially disastrous should one fail during any given semester (e.g., the inability to heat a building in a Michigan winter).

C. STATUS OF CURRENT STATE-FUNDED PROJECTS

KCC has no current State-funded projects.

D. RATE OF RETURN

The rate of return for the Severin Building renovation would be the following:

- Energy savings from more energy efficient HVAC controls – the cost of recurring, long-term maintenance
- Energy savings from converting lighting to LED and modernizing room occupancy systems – approximately \$11,000

E. ALTERNATES TO NEW INFRASTRUCTURE

Consideration has been made to incorporate the most current technology in the facilities renovated. KCC continues to make a substantial investment in technology and its use in education and administration, in an effort to provide the greatest educational impact at the most reasonable cost. Over 230 online courses (almost 1000 course sections) are offered each academic year, which is a combination of preserving the campus and being available to the student in as many ways as possible.

F. MAINTENANCE SCHEDULE FOR MAJOR MAINTENANCE ITEMS

KCC has no maintenance items in excess of \$1,000,000 for FY 2023-2027.

G. BUDGETED NON-ROUTINE MAINTENANCE

KCC programs a small percentage of discretionary funds for non-routine maintenance if amounts exceed the contingency fund. For the 2021-22 fiscal year, the College has \$1.65 MM allotted for the Schwarz Building renovation, concrete work and repairs to the reflecting pools, plus another \$600,000 allotted for capital purposes, all from the special capital millage approved in 2012. An additional \$2 MM is allotted for the Dental Clinic renovation and \$700,000 for the EMS Simulation Lab, each funded with Federal stimulus dollars.