CAPITAL OUTLAY PLAN

Five-Year Plan for FY 2021 – 2025

Submitted October 2019

KELLOGG
COMMUNITY COLLEGE

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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. VALUES

We believe:

- That students come first. *Our decisions and actions should focus on impacting student access, learning, development, achievement, and success.*
- In excellence in teaching and service. *We have a passion for quality and we set and model high standards for our students, faculty, staff and administrators.*
- In diversity and equity. *We recognize and support the importance of providing an education and environment that promotes the uniqueness of students, faculty, staff and the communities we serve.*
- That ethics and integrity are paramount in all actions and communications. *We hold ourselves responsible for academic and personal honesty, fairness, and respect for others in our learning and working environment.*
- That partnerships within the college and local communities allow us to grow our knowledge, expand our reach, and strengthen our impact on those we serve.
- That innovation allows us to be creative and progressive with our programs and processes. *We aspire to be flexible, adaptive and risk-takers in order to improve.*
- Through leadership and empowerment, we achieve personal and professional growth. *We embrace openness in communication and strive to make data-informed decisions in a collaborative framework.*
- That effective and respectful stewardship of resources insures the health and sustainability of the institution over the long term.

D. STRATEGIC FOCUS AREAS

- Establishing an environment that is equitable and inclusive.

- Utilizing our resources effectively for ongoing compliance and sustainability.
- Understanding and developing solutions that respond to community needs.
- Creating a culture of assessment through data driven decision making and defined measures.
- Ensuring a student centered focus from enrollment to retention through completion.
- Empowering our employees to individually and collectively impact student learning success.
- Building instruction, programming and processes that are both responsive and flexible.
- Expanding our capacity for change, innovation and collaboration.

E. GOALS BY 2020

1. Our Centers: the Centers' processes, programming, and course offerings are reconfigured effectively and efficiently and aligned with student and community needs.
2. Our Programs and Courses: new course offerings and programs are developed and implemented and existing courses evaluated based on consistent data-driven models and stakeholder assessments.
3. Our Equity Work: one-to-three year equity action plans are in place that advance competencies at the College and directly tie to student impact.
4. Our Student Inclusion and Engagement: an ongoing student engagement process in College decision-making is in place and the impact of student inclusion plan(s) is seen in recruitment, enrollment, and retention.
5. Our Effectiveness: structures, competencies, and capacities are built for a campus-wide institutional effectiveness system.
6. Our Accreditation: the College has successfully completed the first measurement cycle for HLC re-accreditation; Quality Initiative Proposal has been submitted to the Higher Learning Commission.
7. Our Employees: there is active participation in employee development and measured results achieved.
8. Our Student Completion Goals: ongoing evaluation process is in place that measures and provides continuous improvement goals for student completion.

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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 nearly 100 pre-professional college/university transfer curricula, approximately 40 occupational associate degree programs aimed toward 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 added a learning center between Albion and Marshall to enable easier educational access for those in the far reaches of the College district.
- 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 over 42 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 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
Dental Hygiene, AAS
Early Childhood Education, AAS
Emergency Medical, 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 Degree, 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

Certificate Programs

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

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

Occupational Associate Degree Programs

Occupational associate degree curricula have been designed for career entry and transfer to 4-year colleges and universities for advanced degrees. For some occupational programs, KCC has agreements with other colleges and universities. KCC offers the following Occupational Associate Degree academic program choices:

Accounting
Administrative Assistant
Business Management
Computer-Aided Drafting and Design Technology
Computer Engineering Technology
Computer Networking
Computer Programming
Corrections
Dental Hygiene
Early Childhood Education
Emergency Medical Services
Graphic Design
Human Services
Industrial Electricity and Electronics
Industrial HVAC
Industrial Machining Technologies
Industrial Pipefitting
Industrial Technology
Industrial Welding
Law Enforcement
Magnetic Resonance Imaging
Neurodiagnostic Technologist
Nursing
Photography and Multimedia
Physical Therapist Assistant
Public Safety
Radiographer
Skilled Trades

NEW PROGRAMS

The College plans to secure the necessary approvals for the following programs during the 2019-20 academic year with a start date of Fall 2020:

Cybersecurity AAS degree
Medical Assistant AAS degree
Production Technician certificate

The College has identified five degree programs that can be offered fully online:

Associate in Arts
Associate of Applied Science in Accounting
Associate of Applied Science in Administrative Assistant
Associate of Applied Science in Business Management
Associate of Applied Science in Early Childhood Education (offered fully online with exception of required internships)

REGIONAL EDUCATION

KCC has five locations within Barry, Branch, and Calhoun counties. In addition to the main campus and RMTC in Battle Creek, Regional Centers are located in Coldwater (Grahl Center), Hastings (Fehsenfeld Center), and Albion (Eastern Academic Center). Each of the Regional Centers offer courses from the Career and Occupational 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, two recent 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.

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, the Calhoun Area Career Center, Coldwater, Delton Kellogg, Eastern Calhoun Early College (Marshall), Gull Lake, Harper Creek, Hastings, Homer, Lakeview, Pansophia, 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 strategy that would allow for mobilization of programs and equipment. As a result, equipment for the Kellogg Advance Manufacturing Assembly (KAMA) program was purchased and will be 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 experience. 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 is in the process of re-purposing 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, will be accessible at the EAC in early to mid-2020. The first programs offered in collaboration with the local ISD and

area K-12 school districts are Welding and 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, machine tool, machine maintenance, welding, pipefitting, HVAC, refrigeration, sheet metal, robotics, instrumentation, and process control 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 300 area companies and 6,500 individuals yearly to provide skills training and professional development opportunities. In 2014, new programs were added in 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:

- 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
- A new certificate in Mechatronics

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.

SCIENCE (Schwarz Science Building)
The Schwarz Science Building, renovated in 2003, 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.

HEALTH SIMULATION LABS (C Classroom 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. The arts programs serve occupational education students (Graphic Arts and Photo/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 Arts and Photo/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 for 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 system assistance such as password resets. In an increasingly competitive world, quick and efficient student service is critical in maintaining student enrollment.

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 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: Arts and Hobbies; Home, Garden, and Food; Computers; Healthy and Holistic Living; Fitness; Money and Financial Health; Professional Development; and Bruin Youth.

INDUSTRIAL / SKILLED TRADES TRAINING
KCC offers several skilled trades degrees and certificates through the RMTC. Self-paced, modularized courses in electricity and electronics, HVAC, industrial technology, instrumentation, machining technology, pipefitting, renewable energy, skilled trades, tool and die, and welding, are available at the RMTC.

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 programs offered by one or

two colleges, allowing students from across the state to obtain the training and education without relocating.

MICHIGAN COALITION FOR ADVANCED MANUFATURING (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 (Escanaba), Eastern Michigan University (Ypsilanti), Ferris State University (Big Rapids), Grand Rapid Community College, Lake Michigan College (Benton Harbor), Lansing Community College, Macomb Community College, 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 closed 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, CREDENTIALED TRAINING (iACT)
Building on the College's contribution to the M-CAM funded by a federal TAACCCT grant, KCC has developed a training program format modeled after the College's widely-successful Kellogg Advanced Manufacturing Assembly (KAMA) program – a short-term, accelerated program focused on technical, foundational, and employability skills training.

iACT are accelerated programs with technical and work-ready specific training designed as a pathway not only into employment but inclusive of stacked and latticed industry-recognized credentials, leading students to the next level college program for the opportunity to move up the career ladder in their chosen career field.

The College plan to respond to workforce needs by developing iACT format programs for in-demand occupations such as transportation/warehousing, healthcare, retail/food service, and information technology. The College is currently in the process of refining the former KAMA program into an iACT Certified Production Technician program, and is further exploring other manufacturing needs in which the iACT model would serve.

iACT serves populations looking to up-skill, enter an industry, or just get a job. This market includes, but is not limited to, K-12 students in early and middle college programs, adult and dislocated workers including those unemployed and underemployed, prisoner re-entry and paroles, veterans, and youth (both dislocated teens and Michigan Jobs Challenge participants).

As a result of the career coaching and wrap around supports formerly funded by TAACCCT, KAMA had been very successful in the outreach, recruitment, and retention efforts of the

aforementioned non-traditional populations that the College has traditionally overlooked. To continue this level of success with iACT, the College secured $2.85 MM from the W.K. Kellogg Foundation to fund iACT for three years, allowing the College time to implement the sustainability plan for the model.

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 and certificate 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 MiRIS 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 signed a memorandum of understanding in October 2008 with the Defense Acquisition University (DAU). The agreement outlines the transferring of American Council on Education (ACE) credits from DAU to KCC to apply towards a professional Certificate or Associate of Applied Science level degree program in the field of management.

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 articulation of 20 degree programs, adding a degree program in Social Work in August 2019.

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

KCC also houses Siena Heights University at the Battle Creek campus.

INTEGRATIVE LEARNING DEPARTMENT

The creation of the Integrative Learning (IL) department took place in January 2019, to allow for strategic direction, leadership, and assessment of service-learning, honors, and international studies / study abroad opportunities. The IL department will work 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:

- 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.
- International Studies / Study Abroad – a High Impact Practice [*High-Impact Educational Practices: What They Are, Who Has Access to Them, and Why They Matter*, by George D. Kuh (AAC&U, 2008)] that helps students grow and succeed in college as well as in their careers. KCC offers 1-3 trips per year, from studying WWII while traveling through Europe or studying Biology at EARTH University in Costa Rica.
- 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 Urban League, Food Bank of South Central Michigan, HandsOn Battle Creek, local ministries, 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 College, Trine University, University of Michigan, University of Phoenix, Walsh College, and Western Michigan University.

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 directly 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.

Over the past 20 or so years, 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.

YOUTH PROGRAMMING

The Lifelong Learning department designs and administers the Bruin Youth Programming initiative, focusing on connecting area youth with experiences related to education and careers. One program in this initiative is Bruin Bots, utilizing Lego Robotics to introduce students to STEM topics in a fun, team-based way to generate interest in the fields of robotics, manufacturing, and engineering. The middle school aged students attend weekly practices and compete annually at the statewide FIRST Robotics competition. Classes and camps involving career exploration, technology, robotics, entrepreneurship, music, and the arts are offered throughout the year for elementary and middle school youth, and high school students are offered SAT/ACT test prep courses and student success classes, along with career exploration and sports camps. The purpose of this programming initiative is to engage students with the College and expand student 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 most other community colleges in Michigan 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 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

Developmental Education 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

The Michigan New Jobs Training Program (MNJTP) is an economic development incentive targeted at companies that are creating new full-time jobs in a new, existing or expanding operation in Michigan. The MNJTP authorizes community colleges to engage in a contractual agreement with businesses, enabling company-paid training reimbursable through the diversion of funds otherwise paid to the State in employment taxes, for new employee training. KCC has signed 14 MNJTP contractual agreements since this program was initiated in 2013, currently offering approximately $400,000 in training to three companies. Approximately $1 MM per year is available in MNJTP funds.

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)

The enrollment of students needing assistance in transitional studies courses such as reading, writing, and mathematics skills designed to bring students to the college-level, has increased in the past decade. Enrollment in this area is expected to at the least remain steady and will most likely continue to increase. The College provided funds to support a renovation of the Transitional Studies learning lab called The Bridge, where faculty and paraprofessional tutors all work in one location. 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.

TECHNOLOGY-ENHANCED INSTRUCTION

KCC offers approximately 125 online course sections each semester. Through the leadership of the faculty, several online courses are added to the schedule each year. 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. 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 so that faculty and students can better use the space for demonstration and practice of high-risk medical skills in a low-risk learning environment.

D. ECONOMIC DEVELOPMENT IMPACT

The Battle Creek area is known for the production of cereal and auto parts as well as for the presence of the Kellogg Company's world headquarters. The city's Fort Custer Industrial Park holds many auto supply manufacturers, including Denso Manufacturing Michigan, and is served directly by KCC's RMTC. Battle Creek also has bolstered the activity at its municipal airport by securing companies who service airplanes, including Duncan Aviation.

Battle Creek has received a designation as a SmartZone, one of several areas in Michigan intended to stimulate the growth of technology-based businesses and jobs. As one of the SmartZone's anchor institutions, KCC is involved in efforts to cultivate new and emerging businesses primarily focused on aviation, aerospace and research/development, with an emphasis on e-learning and entrepreneurialism. Acting as the focal points for research, development, commercialization and venture formation are the Western Michigan University College of Aviation and the KCC RMTC.

The College's service area is comprised primarily by Calhoun County, which had, as of the 2010 Census, a population of 135,490, a land area of 706 square miles and a median home value of $110,300. The College's taxing district, as of 2012, had a total taxable value of $3,424,536,024.

In general, KCC affects the local economy in four ways: (1) its day-to-day operations, (2) spending by students who come from outside the region, (3) by students who enter the workforce with increased skills, and (4) training students in credential-bearing occupational programs that help fill production needs and employment shortages in various sectors, including health care and manufacturing.

In 2010, Economic Modeling Specialists, Inc. (EMSI) developed a comprehensive economic report for KCC. This report, the most recent of its kind at KCC, 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. Major findings are as follows:

Operations, Employee Payroll

- Direct wages, salaries and benefits of KCC faculty and staff, plus routine college operations, increase incomes in the KCC Service Area by $21.9 MM. This is a conservative estimate which accounts for money withdrawn from the local economy to support the College.

Student Spending

- About 37 percent of KCC's students come from outside the region to attend college in the KCC Service Area. The effects of these out-of-region students account for about $1.5 MM in added regional income in the KCC Service Area economy.

Economic Productivity

- Newly skilled college-trained workers deepen the economy's human capital. This results in higher wages for students, greater returns to property owners, increased tax revenues and higher incomes due to economy-wide multiplier effects. Altogether, it is estimated that the productivity effects of KCC's past and present students contribute $217.1 MM to economic growth in the KCC Service Area.

Student Analysis

- Students enjoy an 18 percent rate of return on their KCC educational investments, and recover all costs (including wages given up while attending classes instead of working) in only eight years.
- Over the course of their working career, the average KCC student's lifetime earnings will increase $5 for every dollar invested in their KCC education (in the form of tuition, fees, and foregone earnings).
- Students see their annual incomes increase, on average, by $156 per year for every credit completed at KCC.
- The average annual income of the typical Associate Degree graduate from KCC at the midpoint of their career is $37,600, which is 39 percent more than someone with a high school diploma.
- Over the course of a working lifetime, Associate Degree graduates from KCC earn $357,000 more than someone with a high school diploma.

Taxpayer Analysis

- Around 95 percent of KCC students remain in Michigan and contribute to economic growth. Students who enter the workforce expand the tax base by generating higher earnings and reducing social costs. The State of Michigan will save approximately $287,700 in avoided social costs each year, including savings associated with improved health, lower costs of law enforcement and reduced welfare and unemployment.

- In the aggregate, higher student income and associated increases in property income generate about $2.5 MM in added tax revenue each year.
- State and local government allocated about $24.4 MM in support of KCC in FY 2008-09.
- For every dollar appropriated by state and local government to KCC, taxpayers will see a return with a cumulative added value of $2.30 in the form of higher tax revenues and avoided social costs.
- State and local government will receive a rate of return of 10 percent on their investments in KCC.

Social Benefits Analysis

- The activities of KCC's 2008-09 student body will generate about $13.8 MM in labor income in the state economy each year (in the aggregate).
- Once KCC's current students become active in the workforce, they will promote business output, raise consumer spending, and increase property income in the State. All of this contributes an additional $8.1 MM in taxable income each year.
- Altogether, higher student income and associated effects on business productivity add $21.9 MM in income annually to the state economy.
- It is estimated that KCC's 2008-09 student population will generate social savings equal to $1.8 MM a year, with $940,100 in health savings, $605,500 in law enforcement savings, and $238,700 in welfare and unemployment savings.

Business Analysis

- KCC had a total operating budget of $42.7 MM, of which $27.4 MM (or 67 percent) was spent in the service area.
- Approximately 37 percent of KCC's student body came from outside the service area. These students generated an estimated $3.7 MM in local sales while attending KCC.
- KCC spending for supplies and services and the expenditures of out-of-area students in FY 2008-09 generated a net impact of $23.4 MM in added income in the economy.
- The increased productivity of area workers due to the accumulation of past and present KCC skills in the workforce contributed approximately $217.1 MM in added income in FY 2008-09.
- KCC activities encourage new business, assist existing business, and create long-term economic growth. The College enhances worker skills and provides customized training to local business and industry.
- It is estimated that, in FY 2008-09, the KCC Service Area workforce embodied about 1.2 MM credit hours of past and present KCC training. These added skills promote business productivity and increased income in the area.

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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 2018, Fall 2018, and Spring 2019. 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.).

2018-19 Academic Year Enrollment

Program Code	Active Major	Full-Time	Part-Time	Total
103	Computer Programming	3	12	15
104	Accounting		26	26
105	Administrative Assistant		1	1
107	Art Enrichment		5	5
108	Early Childhood Education		6	6
118	Corrections	1	5	6
127	Basic Emergency Medical Technician	1	39	40
128	Paramedic	4	11	15
130	English for Enrichment		4	4
132	Entrepreneurship	1	4	5
136	Industrial Trades	1	58	59
140	Human Services Technician	1	8	9
142	Graphic Design		5	5
145	Renewable Energy		3	3
150	Industrial Electricity and Electronics	3	69	72
151	Industrial Machining Technology	2	32	34
153	Industrial Pipefitting		5	5
155	Industrial Welding		53	53
156	Industrial HVAC and Refrigeration		28	28
164	Business Management	1	69	70
168	MOS Master Preparation		1	1
171	Music Enrichment	1	9	10
174X	Practical Nursing	13	121	134
177	Medical Assistant	7	14	21
180	Sacred Music			
181	Industrial Technology		8	8
183	Medical Administrative Assistant		1	1
191	Web Design and Development		1	1
194	Photography and Multimedia		1	1
195	Word Processing		1	1
196	Law Enforcement - Police Academy	4		4
203	Accounting	26	121	147
206	Administrative Assistant	4	17	21
207	Neurodiagnostic Technologist		1	1
213	Business Management	62	356	418
214	Computer Engineering Tech – Computer Programming	8	34	42
215	Early Childhood Education	13	210	223
216	Computer Networking	11	28	39
220	Computer Aided Drafting and Design	11	32	43
221	Computer Engineering Technology	5	25	30
228/228X	Dental Hygiene	11	114	125

230	Corrections		3	3
239	Emergency Medical Services	1	34	35
242	Human Services Technician	23	124	147
244	Graphic Design	20	43	63
248	Industrial HVAC and Refrigeration	2	16	18
250	Industrial Pipefitting	1	7	8
251	Industrial Electricity and Electronics		64	64
252	Industrial Machining Technology		26	26
255	Law Enforcement	20	49	69
259	Industrial Welding		37	37
261	Skilled Trades		33	33
267	Medical Administrative Assistant		6	6
274	Photography and Multimedia		33	30
275	Microcomputer Applications Specialist			
278/278X	Nursing	31	438	469
279/279X	Nursing – Part-Time	5	450	455
281/281X	Nursing – Advanced Placement		6	6
283/283X	Physical Therapist Assistant	6	132	138
286	Public Safety		3	3
287/287X	Magnetic Resonance Imaging		41	41
288/288X	Radiographer	16	79	95
290	Industrial Technology		16	16
311	Associate in Arts	38	160	198
312	Associate in Science	48	146	194
313	Associate in General Studies	167	917	1084
314	Associate in Criminal Justice	18	64	82
317	Associate in International Studies	4	8	12
331	Associate in Elementary Education	13	57	70
400	Personal Interest		262	262
402	Guest Student	1	348	349
405	High School Dual Enrollment	10	1186	1196
406	Business Administration	1	6	7
407	Lifelong Learning		709	709
408	High School Early College	31	213	244
410	Health	1	362	363
415	Office		3	3
420	Technical		625	625
425	Criminal Justice Seminar		6	6
450	Customized Training		314	314
	TOTALS	**651**	**8564**	**9215**

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 125 online courses per semester, plus hundreds of additional courses through the Michigan Colleges Online.

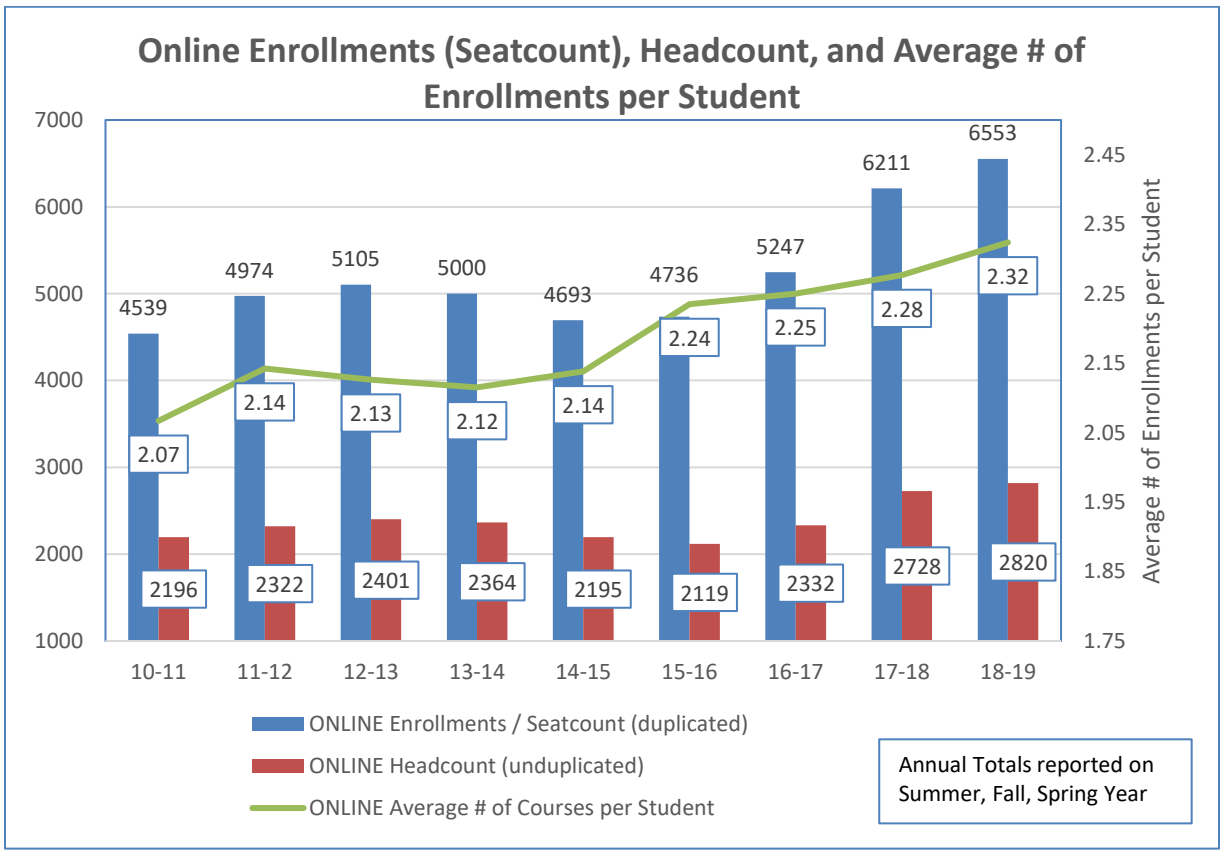
Hybrid online courses balance the best features of in-class instruction with the best online features to promote active participation and independent learning. Hybrid courses have scheduled meetings at designated times and places, but classroom contact hours are reduced in

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 2018-2019 year, the number of online enrollments (seat count) was at a 9-year high. The average number of online courses taken per student was 2.32. The number of unduplicated online students (headcount) was 477 students higher than the previous 5-year average, which is a positive indicator when considered in contrast to the overall decline in the KCC total student seat count and headcount.

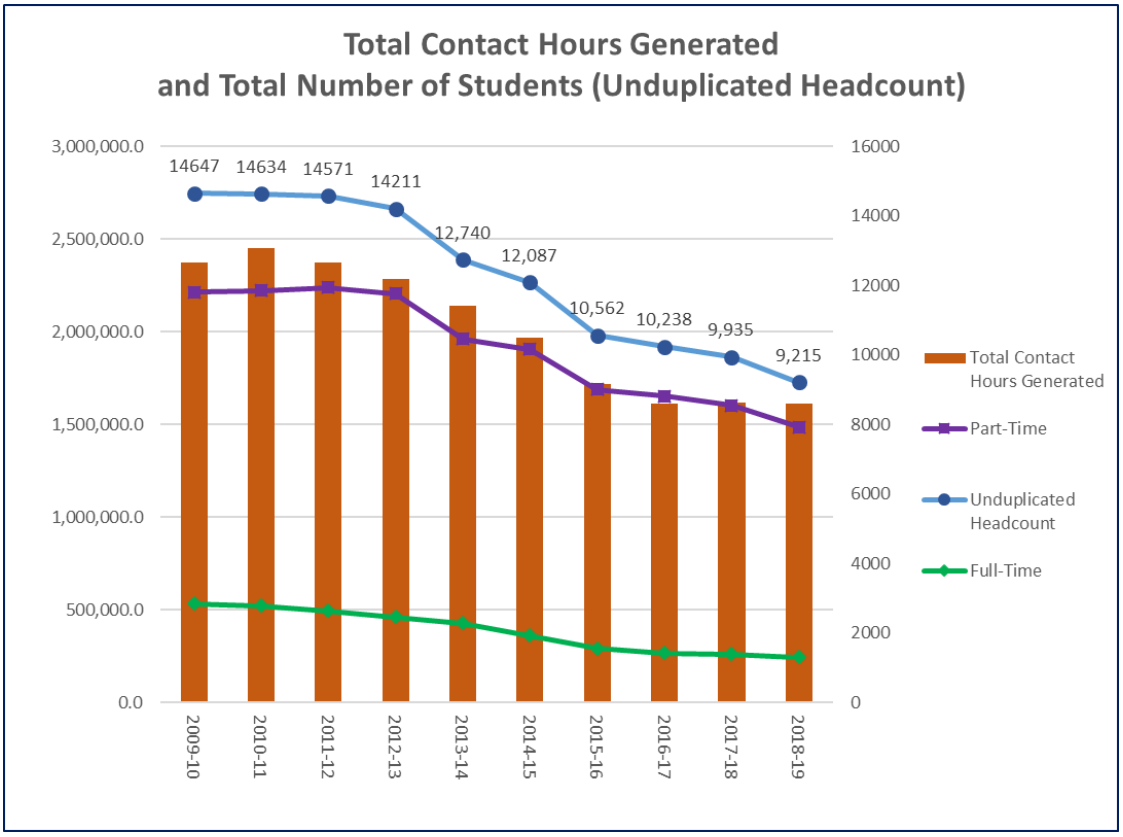


B. PREVIOUS ENROLLMENT OVER PAST FIVE YEARS

The College's Enrollment Management Cabinet (EMC) recognizes that KCC continues to respond to an unprecedented and prolonged decline in enrollment that is playing out across higher education. Every year from 2010 to 2018, Michigan's 28 community colleges on average lost 4.6

percent of their enrollment compared to the previous year. In line with the state average, KCC's average annual decline from 2010 to 2018 was 4.6 percent. It is also important to note that, after experiencing record high enrollment from 2010-11, KCC has lost 36.5 percent of its total fiscal year equated students (FYES) – defined as the College's total credit hours divided by 31 – by the end of 2017-18 to a level not seen since 2001.

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 ACS Codes, 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 2017 – 2018

	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	761,200	47.2	294,243	18.3	140,102	8.7	323,929	20.1	58,118	3.6	34,234	2.1
State	37,199,228	54.1	12,690,997	18.5	5,402,307	7.9	8,173,937	11.9	3,909,198	5.7	1,380,638	2.0

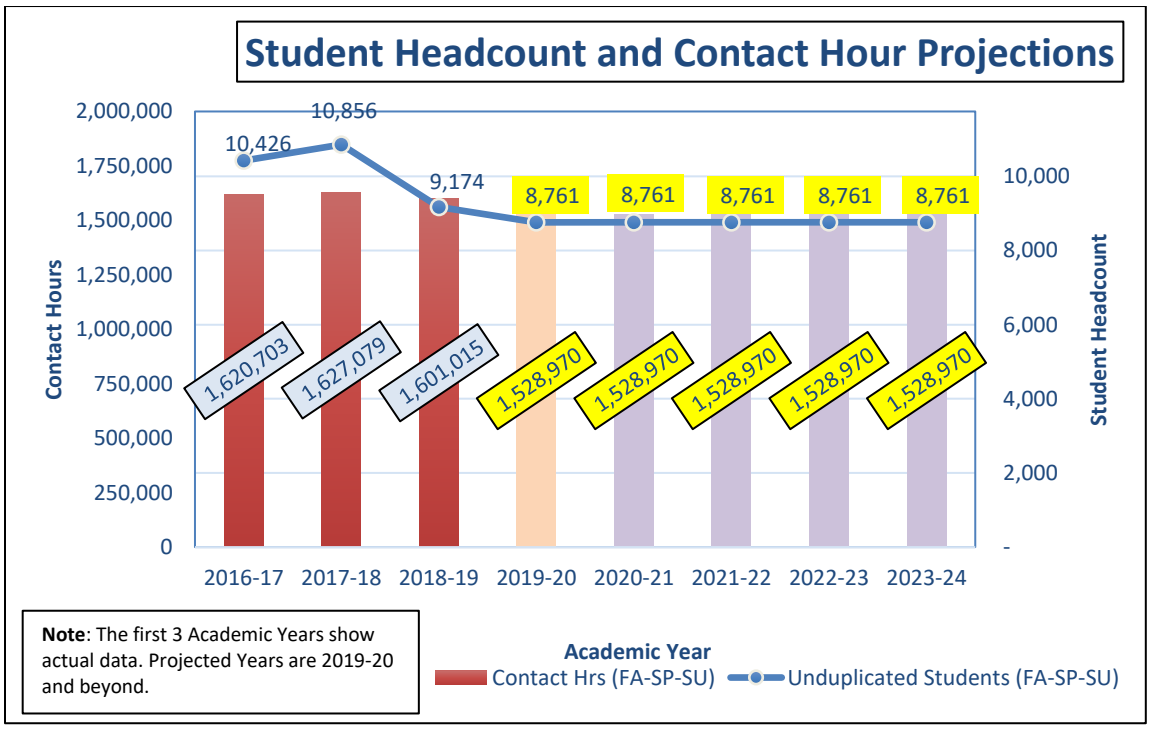
The data shows that KCC is at or above the State average for contact hours in the occupational areas 1.2, 1.3, and especially 1.4, Health Occupations, where we see our percentage of student contact hours at 20.1% as compared to the State average of 11.9%.

C. PROJECTED ENROLLMENT OVER NEXT FIVE YEARS

The College's EMC projects that KCC's overall for-credit enrollment in the 2019-20 academic year will decrease by 4.5 percent in total credit hours compared to 2018-19. Because the EMC looks one year out on its enrollment projections, the last four academic years of this plan are an extension of the 2019-20 projection. 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 75,794 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.

Because the EMC's annual enrollment projection affects the College's budgetary and planning decisions, members of the EMC are deeply engaged in ensuring that the projection is accurate and that KCC's enrollment-related systems and strategies are implemented and effective.



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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 2019, there are 80.5 full-time faculty and 4 non-instructional full time faculty, 258 part-time faculty, 96 full-time administrators, 1 part-time administrator, 56 full-time and 11 part-time clerical and technical support staff, 6 maintenance personnel, 40 part-time temporary administrative and clerical employees, and 70 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	1
Arts & Communications / Communication Technology	1
Arts & Communications / English	8
Arts & Communications / Spanish	1
Arts & Communications / Theatre	1
Arts & Communications / Vocal Music	1
Business	5
Computer Aided Drafting	1
Computer Engineering / Networking	2
Counselors	2
Dental Hygiene	3
Early Childhood Education	1
Emergency Medical Services	3
First Year Seminar	1
Graphic Arts	1
History	2
Human Services	1
Librarians	2
Mathematics / Science	15
Medical Assistant Program	2
Nursing	12
Office Information Systems	2
Physical Education & Wellness	1
Physical Therapist Assistant	2.5
Radiology Technology	1
Reading	1
Social Science	2
Trades	5
Total Full-Time Faculty	**82.5***

*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	3
Arts & Communications / Arts	33
Arts & Communications / English	2

Aviation	2
Business	14
Computer Aided Drafting	1
Criminal Justice	21
Dental Hygiene	5
Early Childhood Education	14
Emergency Medical Services	24
Graphic Design	2
Lifelong Learning	3
Mathematics / Science	26
MRI	1
Nursing	48
Nurse Aide Training	3
Physical Therapist Assistant	1
Social Science	26
Trades	20
Upward Bound	2
Workforce Solutions	7
Total Part-Time Faculty	**258**

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.

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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	2.9%	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%	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	59 yrs	Performing Arts, Meeting Space	Excellent
C Classroom Building	54 yrs	Classrooms, Administrative Offices	Excellent
Eastern Academic Center	18 yrs	Classrooms, Administrative Offices	Excellent
Davidson Building	50 yrs	Classrooms, Administrative Offices	Excellent
Fehsenfeld Center	23 yrs	Classrooms, Administrative Offices	Excellent
Grahl Center	25 yrs	Classrooms, Administrative Offices	Excellent
Lane-Thomas Building	58 yrs	Classrooms, Administrative Offices	Excellent
Miller PE Building	1 yr	Classrooms, Physical Education, Administrative Offices	Excellent
Learning Resource Center	59 yrs	Computer Lab, Library	Excellent
Ohm Information Technology Center	16 yrs	Computer Labs, Classrooms, Administrative Offices	Excellent
Regional Manufacturing Technology Center	30 yrs	Technical Education, Classrooms, Administrative Offices	Excellent
Roll Health & Administration Building	41 yrs	Allied Health, Classrooms, Administrative Offices	Excellent
Schwarz Science Building	60 yrs	Science Labs, Classrooms, Administrative Offices	Excellent
Severin Building	60 yrs	Classrooms, Administrative Offices	Adequate
Student Center	59 yrs	Cafeteria, Kitchen, Student Space, Administrative Offices	Excellent
Whitmore Building	60 yrs	Administrative Offices	Excellent

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
  - Electrical / Lights
- Toilet room renovations
- Painting walls and ceilings

iii. FEHSENFELD CENTER (Hastings)

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

ix. SCHWARTZ SCIENCE BUILDING

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

x. SEVERIN BUILDING

- Interior Renovations:
  - General Trades – corridor flooring

  - Fire Protection
  - Plumbing
  - HVAC
  - Electrical / Lights
- Toilet room renovations
- Painting walls and ceilings
- Card access control to doors
- Exterior façade clean and leak repairs
- Back of house stairs

xi. WHITMORE BUILDING

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

xii. MISCELLANEOUS

- Building connector:
  - Replace 25 HW/CH fan coil units
  - Severin/Whitmore food court/lobby
- Physical plant:
  - Replace modular boilers
  - Rebuild chillers and cooling tower
  - Upgrade controls
- Campus site infrastructure:
  - All parking lot repairs
  - 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 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

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.

Schwarz Science Building Renovation – 2003

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.

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.

Miller Physical Education Building Boiler Replacement – 2007
The existing boilers were nearly 40 years old and well beyond their life cycle before being replaced in 2007. A boiler failure during the heating season would have significant impact on athletic and academic programs for both KCC and Battle Creek Public Schools. Emergency repairs typically result in increased costs and the existing boilers provide an inefficient source of heating and costly natural gas. With Battle Creek Public Schools committing the first $60,000 for the project, construction began June 2007, and was completed September 2007.

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.

All 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.

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:

1997	Miller Building	Stripped, re-striped and sealed gym floor
1997	Miller Building	Repainted gymnasium
1998	Miller Building	Remodeled fitness center
1998	Miller Building	New locker room/ pool spectator areas
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	Regional Manufacturing Tech Center	Painted break room
2001	Lane-Thomas Building	Re-striped parking lot
2001	Miller Building	Re-landscaped brick sign at Roosevelt
2001	Main Campus	Widened and resurfaced service road
2001	Mall Area	Repaired steps
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	Regional Manufacturing Tech Center	Re-surfaced parking lot
2002	Miller Building	Replaced roof
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 Tech Center, 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	Regional Manufacturing Tech Center	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	Regional Manufacturing Tech Center	Landscaping redone
2007	Battle Creek Campus	Irrigation installed on the Circle Drive
2008	Regional Manufacturing Tech Center	Installed energy efficient lighting
2008	Miller Building	Installed energy efficient lighting in the main gym
2008	Miller Building	Renovated men's showers
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	Binder 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	Regional Manufacturing Tech Center	Upgraded industrial trades area; created automated robotics lab
2009	Ohm Information Technology Center	New chairs in the OITC business and industry rooms
2009	OITC	Wall paneling installed in O103, O104, O107, O108, 0109
2009	Grahl Center	Installed electronic locks
2009	Regional Manufacturing Tech Center	Installed new exterior doors
2010	Regional Manufacturing Tech Center	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 Street	New Curbing Added
2010	Roll Building	Renovated service area
2010	Regional Manufacturing Tech Center	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	Regional Manufacturing Tech Center	Installed electrical vehicle charging station
2011	Main Campus	Installed electrical vehicle charging station
2012	Eastern Academic Center	Installed two new boilers
2013	Ohm Information Tech Building	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 Building	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	Physical Plant	Rebuilt 1 (of 2) chillers
2019	Physical Plant	Replaced 5 (of 10) boilers
2019	Parking Lot H	Resurfaced and relined to address safety issues
2019	Main Campus	Northside Gateway enhancement
2019	Eastern Academic Center	Renovation for Career and Technical Education training (Welding, Nursing, and Mechatronics)

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 1/16/18 - 5/7/18										
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:	17.75%	50.00%	4.69%	40.00%	5.62%	25.00%	42.75%	40.00%	13.39%	40.00%
C Classroom Building:	40.94%	60.05%	22.33%	52.47%	16.16%	38.45%	26.39%	58.03%	0.00%	0.00%
Davidson Building:	31.27%	56.46%	14.93%	37.46	16.09%	47.45%	22.71%	47.64%	0.88%	34.74%

EAC:	5.79%	50.10%	1.42%	29.08%	4.47%	43.32%	7.21%	45.79%	0.00%	0.00%
Fehsenfeld Center:	10.82%	59.51%	3.83%	16.94%	6.07%	50.28%	20.37%	52.59%	0.00%	0.00%
Grahl Center:	8.14%	54.51%	4.42%	25.76%	11.05%	36.72%	24.81%	63.03%	0.00%	0.00%
LRC:	3.75%	62.50%	25.00%	83.33%	15.62%	62.50%	0.00%	0.00%	0.00%	0.00%
Lane-Thomas Building:	12.86%	89.28%	9.01%	83.01%	11.85%	75.25%	14.78%	30.05%	2.0%	92.70%
Miller PE Building:	Newly constructed building; no data available for this timeframe									
Ohm Information Technology Center:	29.42%	72.59%	22.06%	61.24%	21.51%	66.79%	20.91%	86.79%	0.33%	12.50%
Roll Building:	32.63%	54.42%	31.28%	52.09%	19.78%	45.20%	6.98%	29.88%	0.00%	0.00%
RMTC:	Building under construction during this timeframe; no data available									
Schwarz Science Building:	53.06%	65.62%	34.74%	60.48%	32.30%	48.79%	16.71%	56.90%	0.20%	5.21%
Severin Building:	51.43%	80.98%	29.92%	85.01%	9.57%	60.86%	36.69%	74.22%	3.37%	28.90%

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 $155,000,000.

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	59 yrs	Excellent
C Classroom Building	54 yrs	Excellent
Eastern Academic Center	18 yrs	Excellent
Davidson Visual & Performing Arts Center	50 yrs	Excellent
Fehsenfeld Center	23 yrs	Adequate
Grahl Center	25 yrs	Adequate
Lane-Thomas Building	58 yrs	Excellent
Miller PE Building	1 yr	Excellent
Learning Resource Center	59 yrs	Excellent
Ohm Information Technology Center	16 yrs	Excellent
Regional Manufacturing Technology Center	30 yrs	Excellent
Roll Health & Administration Building	41 yrs	Adequate
Schwarz Science Building	60 yrs	Excellent
Severin Building	60 yrs	Adequate
Student Center	59 yrs	Excellent
Whitmore Building	60 yrs	Excellent

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 early on Fridays during summer months to reduce peak hour electrical consumption.
- Install energy efficient lighting (CFL and 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 has taken steps to shrink our 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
Lyle C. Roll Building	11/1/2005	11/1/2040	35 years
Ohm Information Technology Center ("Computer Technology" project)	10/31/2003	10/31/2038	35 years
Regional Manufacturing Technology Center	7/1/2019	7/1/2054	35 years

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V. IMPLEMENTATION PLAN

A. SIGMA REPORT

FISCAL YEAR 2020

CAPITAL OUTLAY MAJOR PROJECT REQUEST

Institution Name: **Kellogg Community College**
Project Title: **Physical Plant Project – Phase II**

Project Focus: ☐Academic ☐Research ☒**Administrative/Support**

Type of Project: ☒**Renovation** ☐Addition ☐New Construction

Approximate Square Footage: **17,250 sq. ft.**
Total Estimated Cost: **$3,000,000**
Estimated Duration of Project: **10 months**

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 physical plant system at Kellogg Community College is over 15 years old and many systems are reaching the end of their expected lifespan. This includes hot water boilers, chillers, HVAC controls, domestic hot water heating boiler, water softener, and electrical distribution systems. These systems are critical to the college's ability to provide a safe, secure, and comfortable learning environment. This project would renovate the physical plant system in order to create an environment conducive to exceptional learning standards for students and staff.

SCOPE OF PROJECT
As confirmed by the College's Electrical and Mechanical engineers, the following is recommended:

Boiler
We recommend going with fully replacing the boilers over just replacing the burner units. This will provide a full service life span to be utilized by the College, rather than having to address this again in 5 years' time. This will provide energy use savings, as well as utility company rebates.

Chillers
We recommend moving forward with the proposed chiller rebuild as well as adding the variable frequency drives. This will provide energy use savings, as well as utility company rebates.

Water Heater
It is recommended that the water heater be replaced with a Lochinvar Armor Model AWN151PM. We recommend that the storage tank is to be replaced with a similar model/size (unless internal physical inspection indicates that the current tank is appropriate to maintain in service).

Water Softener
It is recommended that the water softener be replaced with a similar model and capacity.

Electrical
Evaluation of both the phase loss protection and automatic resetting breakers would need to evaluated by SquareD to determine if any other equipment needs upgrading to accommodate the new equipment.

PROGRAM FOCUS OF OCCUPANTS
Students and staff involved in day-to day general learning will be greatly impacted by this project, since these systems are crucial to providing a safe, secure, and comfortable learning environment. This project reaches to all KCC students and staff utilizing the North Avenue / main campus.

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?
This project addresses deficiencies in the heating, cooling, ventilation, air conditioning, water heating boiler and chiller, water softening, and electrical distribution systems, which are necessary in order 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.

How does the project enhance the core academic, development of critical skill degrees, and/or research mission of the institution?
There are many variables that impact student learning outcomes. Chief among these variables is having a physical environment that is conducive to learning, meaning that the spaces reserved for learning (instructional classrooms, resource centers, computer labs, etc.) are adequately fitted (in physical form and function) in such a way that they foster the effective and efficient delivery of coursework, thereby directly influencing student learning outcomes and overall success. This project enhances these student learning outcomes by providing such an environment that is "invisible", allowing for students to focus on learning outcomes.

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?
This project is replacing existing heating and cooling infrastructures that have reached the end of their service life.

Does the project address or mitigate any current health/safety deficiencies relative to existing facilities? If yes, please explain.
The failure rate of ageing equipment can cause a potential fire/safety hazard. By replacing this equipment, the potential for catastrophic failure is reduced.

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. In regards to the Physical Plant project, this project does not help or hinder the utilization of existing space and infrastructure, nor support the need for additional space and infrastructure, as it is purely a systems project.

How does the institution intend to integrate sustainable design principles to enhance the efficiency and operations of the facility?
The project is designed for a purpose and to meet a need, improving it to show respect for energy and natural resources. By optimizing operational and maintenance practices (newer equipment that will not be prone to breaking down), we simplify and reduce maintenance requirements, use less energy, are cost-effective and reduce life-cycle costs. By upgrading the chillers to capacity modulation/better efficiency, we reduce the quantity of energy used. By upgrading the controls systems and recommissioning the system, we provide a more comfortable environment for people, which creates healthy and enjoyable places. We also save energy by having the equipment operate as intended.

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?

Ageing equipment will need replacement and potential failures could lead to lost instruction time.

What alternatives to this project were considered? Why is the requested project preferable to those alternatives?
We considered an option to rebuild some existing components of this project and it became evident that replacement was the recommended path. Replacement gives the institution a 20-year service life verses a 5-year with a rebuild.

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). The deferred maintenance for mechanical and electrical systems would cost approximately $2.1 MM, which would still need to be completed if for some reason funding is not available.

C. STATUS OF CURRENT STATE-FUNDED PROJECTS

In 2016, KCC was approved for funding for the RMTC project. The renovation was completed in June 2019 and final reports are currently being prepared. The completion of this project coincides with the overall five-year capital outlay plan in that it renovated rather than reconstructed the building (saving taxpayer dollars so that we can utilize those towards other needed programs and updates) and improved student learning outcomes with a complete redesign based upon current and future training needs as requested by local businesses.

D. RATE OF RETURN

The rate of return for the Physical Plant project would be the following:

- Boilers – gas savings and utility rebates, approximately $20,000 or more
- Chillers – initial $30,000 savings, then annually $10,000 in electrical savings

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 125 online course sections are offered each semester, which is a combination of preserving the campus and being available to the student in as many ways as possible.

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F. MAINTENANCE SCHEDULE FOR MAJOR MAINTENANCE ITEMS

KCC has no maintenance items in excess of $1,000,000 for FY 2021 – 2025.

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 2019-20 fiscal year, there is no capital funding allotted for non-routine maintenance due to budget constraints.