



## **CAPITAL OUTLAY PLAN**

**Five-Year Plan for FY 2022 – 2026**

**Submitted October 2020**

## CONTENTS

<b>I. MISSION STATEMENT .....</b>	<b>3</b>
A. MISSION.....	3
B. VISION.....	3
C. STRATEGIC PLAN FOR 2020-2023.....	3
<b>II. INSTRUCTIONAL PROGRAMMING .....</b>	<b>5</b>
A. ACADEMIC PROGRAMS AND INITIATIVES .....	5
B. UNIQUE CHARACTERISTICS.....	11
C. OTHER INITIATIVES .....	16
D. ECONOMIC DEVELOPMENT IMPACT .....	18
<b>III. STAFFING AND ENROLLMENT .....</b>	<b>20</b>
A. ENROLLMENT AND PROGRAM ACCESS.....	20
B. PREVIOUS ENROLLMENT OVER PAST FIVE YEARS .....	22
C. PROJECTED ENROLLMENT OVER NEXT FIVE YEARS.....	24
D. CURRENT INSTRUCTIONAL AND SUPPORT STAFF .....	25
E. PROJECTED STAFFING NEEDS .....	26
F. CLASS SIZE.....	26
<b>IV. FACILITY ASSESSMENT.....</b>	<b>27</b>
A. SUMMARY OF FACILITIES.....	27
B. BUILDING AND CLASSROOM UTILIZATION RATES.....	41
C. FACILITY STANDARDS.....	42
D. FUNCTIONALITY OF EXISTING BUILDINGS.....	42
E. REPLACEMENT VALUE OF EXISTING BUILDINGS .....	42
F. UTILITY SYSTEM CONDITION.....	42
G. FACILITY INFRASTRUCTURE CONDITION .....	43
H. ADEQUACY OF EXISTING BUILDINGS AND INFRASTRUCTURE TO MEET CURRENT AND PROJECTED NEEDS...43	
I. INSTITUTIONAL ENTERPRISE-WIDE ENERGY PLAN.....	43
J. LAND OWNED, CAPACITY FOR FUTURE DEVELOPMENT, ACQUISITIONS NEEDED FOR FUTURE DEMANDS, AND REPURPOSING .....	43
K. OBLIGATION TO STATE BUILDING AUTHORITY .....	44
<b>V. IMPLEMENTATION PLAN .....</b>	<b>45</b>
A. PRIORITIZE MAJOR CAPITAL PROJECTS .....	45
B. IMPACT OF DEFERRED MAINTENANCE .....	45
C. STATUS OF CURRENT STATE-FUNDED PROJECTS.....	45
D. RATE OF RETURN .....	45
E. ALTERNATES TO NEW INFRASTRUCTURE.....	45
F. MAINTENANCE SCHEDULE FOR MAJOR MAINTENANCE ITEMS.....	45
G. BUDGETED NON-ROUTINE MAINTENANCE .....	45

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

## **I. MISSION STATEMENT**

### **A. MISSION**

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

### **B. VISION**

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

### **C. STRATEGIC PLAN FOR 2020-2023**

1. **Student Success:** KCC understands that student success is influenced by the individual student experience: the systems, protocols, departments, faculty, and staff that students encounter in their educational journey. We inspire learning through collaborative efforts to support the academic, social, and economic success of our students.
  - Strategy: Student Programming – KCC provides a roadmap through Guided Pathways for individual student success within the framework of connection, entry, progress, completion, and transition. We strive to facilitate effective programs, course offerings, policies, practices and processes that put each student in a position to succeed.
  - Strategy: Bruin Quality Focus – KCC commits to the assessment of courses, programs and services. We are proactive in our efforts to identify apparent and underlying student needs and continually provide the highest quality service.
  - Strategy: Sense of Belonging – KCC advances student success by providing personalized support services, ensuring access to resources, and embracing an array of viewpoints, backgrounds, and experiences in all settings.
2. **Operational Excellence:** Through a culture of continuous improvement, Kellogg Community College promotes the responsible management and utilization of resources supported by sustainable infrastructure and fair and equitable policies and practices.
  - Strategy: Infrastructure – KCC invests in the use of technology to support student success, leverage technical agility, and sustain academic and administrative operations across the institution. We maintain our campuses to ensure a safe, clean, functional, sustainable, and welcoming environment for the benefit of students, faculty, staff, and community members.

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

## **II. INSTRUCTIONAL PROGRAMMING**

### **A. ACADEMIC PROGRAMS AND INITIATIVES**

KCC has served southwestern Michigan since 1956 and is situated on sites in Battle Creek, Albion, Coldwater and Hastings. KCC is a fully accredited two-year college that offers nearly seven pre-professional college/university transfer curricula, approximately 30 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 approximately 50 high schools to provide dual enrollment opportunities that allow students to earn college credit while still in high school. This includes Early College agreements with several area schools.

#### **EXISTING ACADEMIC PROGRAMS**

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

#### **Associate Degree Programs**

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

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

### **Certificate Programs**

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

Accounting	Industrial Pipefitting
Administrative Assistant	Industrial Technology
Art for Enrichment	Industrial Trades
Basic EMT	Industrial Welding
Business Management	Law Enforcement
Computed Tomography Technology	Licensed Practical Nursing (LPN)
Computer Programming	Medical Assistant
Corrections	Microsoft Office Specialist
English for Enrichment	Music Enrichment
Entrepreneurship	Paramedic
Graphic Design	Photography and Multimedia
Industrial Electricity and Electronics	Renewable Energy
Industrial Heating, Ventilation, and Air Conditioning	Sacred Music
Industrial Machining Technology	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	Industrial Heating, Ventilation, and Air Conditioning
Administrative Assistant	Industrial Machining Technologies
Business Management	Industrial Pipefitting
Computer-Aided Drafting and Design Technology	Industrial Technology
Computer Engineering Technology	Industrial Welding
Computer Networking	Law Enforcement
Computer Programming	Magnetic Resonance Imaging
Corrections	Neurodiagnostic Technologist
Dental Hygiene	Nursing
Early Childhood Education	Photography and Multimedia
Emergency Medical Services	Physical Therapist Assistant
Graphic Design	Public Safety
Human Services	Radiographer
Industrial Electricity and Electronics	Skilled Trades

### **NEW PROGRAMS**

The College plans to secure the necessary approvals for the following programs during the 2020-21 academic year with a start date of Fall 2021:

- 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)

### **THE BRUIN STANDARD**

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

## **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 (Grahm Center), Hastings (Fehsenfeld Center), and Albion (Eastern Academic Center). Each of the Regional Centers offer courses from the Workforce Development and Arts and Sciences Divisions.

The goals of the Regional Centers include the following:

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

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

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

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

To best meet the needs for regional education, the College began to create strategies that would allow for mobilization of programs and equipment. As a result, equipment for the Kellogg Advance Manufacturing Assembly (KAMA) training program was purchased and 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 experiences. Lab equipment was purchased ensuring easy transport to any of our regional centers and to high schools offering a healthcare pathway.



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

#### **REGIONAL MANUFACTURING TECHNOLOGY CENTER**

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

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

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

- Certified Production Technician (CPT) Training [an enhanced version of the program currently known as the Kellogg Advanced Manufacturing Assembly (KAMA)].

- New apprenticeship programs (due in part to state STTF)
- New MNJTP Agreements for employers creating new manufacturing jobs in the community
- Increased focus on Mechatronics
- New industry recognized credentials in partnership with the Smart Automation Certification Alliance
- New mini academic certificates with very specific industry and career focus in Industrial Technology and Machining

#### **TECHNOLOGY INSTRUCTION (Ohm Information Technology Center)**

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

#### **ALLIED HEALTH (Lyle C. Roll Building)**

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

#### **EARLY CHILDHOOD EDUCATION (Severin Building)**

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

#### **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 and the installation of a new weather station for instructional and institutional use.

#### **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 discipline. The arts programs serve occupational education students (Graphic Design and Photography and Multimedia), transfer students preparing to pursue a four-year degree, and community and lifelong learning students, and represent an area of growing enrollment. With the improvements to these buildings, the Graphic Design and Photography and Multimedia programs, in particular, will be able to expand their enrollment and support collaboration between the students of both programs.

#### **STUDENT SUPPORT (Student Center)**

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

#### **SUMMARY**

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

## **B. UNIQUE CHARACTERISTICS**

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

### **CONTINUING EDUCATION**

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

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

### **INDUSTRIAL / SKILLED TRADES TRAINING**

KCC offers several skilled trades degrees and certificates through the RMTC. Self-paced, modularized courses in Electricity and Electronics, HVAC-R, Machining Technology, Industrial Technology, Pipefitting, Renewable Energy, Industrial Trades, and Welding are available at the 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 collaborative and consortial programs in higher education, allowing students from across the state to obtain the training and education without relocating.

### **MICHIGAN COALITION FOR ADVANCED MANUFACTURING (M-CAM)**

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

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

### **INNOVATIVE, ACCELERATED, CREDENTIALLED TRAINING (iACT)**

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

The College plans to respond to workforce needs by developing iACT 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 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 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.

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 degree, as this is the sole BSN program located in Battle Creek.

KCC also houses Siena Heights University at the Battle Creek campus, with a primary focus on a fast-track business program.

#### **INTEGRATIVE LEARNING DEPARTMENT**

The creation of the Integrative Learning (IL) department took place in January 2019, to allow for strategic direction, leadership, innovation, and assessment of service-learning, honors, and international studies / study abroad opportunities. In July 2020, First Year Seminar joined the IL department. This department houses many of the high impact practices, which are widely tested and proven to benefit students and their success in a variety of ways. [*High-Impact Educational Practices: What They Are, Who Has Access to Them, and Why They Matter*, by George D. Kuh (AAC&U, 2008)] The high-impact practices include first year seminars, learning communities, global learning, and service-learning. The IL department works to ensure our programming is innovative, transferable, inclusive, and sustainable. The IL programs at KCC promote integrative teaching and learning across divisions via the curriculum and co-curricular programming. Integrative learning allows faculty and students to build connections not only within the classroom, but also outside the classroom – with local communities, local businesses, and nonprofits. Included within the IL department are the following divisions:

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

### **TRANSFER AGREEMENTS**

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

### **MiTRANSFER PATHWAYS**

The College participates in the Michigan Transfer Agreement (MTA), which facilitates transfer of General Education requirements from one institution to another. In addition, the College has signed on to statewide transfer agreements through the MiTransfer Pathways Initiative. MiTransfer Project is part of the Guided Pathways Initiative, led by the Michigan Community College Association. The goal of the MiTransfer Project is to create multi-institutional pathways so that students can enroll at the community college, complete an associate degree, transfer,

and complete a bachelor degree in the identified program of study. The College currently has MiTransfer pathways in Biology, Business, Criminal Justice, and Psychology. Upcoming pathways include Art, Communication, Exercise Science, Mechanical Engineering, and Social Work.

### **WORKFORCE DEVELOPMENT**

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

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

### **BRUIN YOUTH PROGRAMMING**

The Lifelong Learning department designs and administers the Bruin Youth Programming initiative; it is focused on connecting area youth with experiences related to higher education and careers. One highlight of this program is Career Exploration Camps held in partnership with multiple academic departments at the College. Through a "day in the life of..." experience, high school-aged students learn about a variety of career paths and participate in hands-on activities in content areas that include nursing, emergency medical services, criminal justice, and the skilled trades. Classes and camps involving career exploration, technology, robotics, and the arts are offered each summer for elementary, middle school, and high school students. In addition, Lifelong Learning collaborates with community organizations such as Western Michigan University for aviation camps, the Kingman Museum for science camps, and KCC athletic teams and coaches for several sports camps. The purpose of the Bruin Youth Program is to engage students with the College and expand students' educational horizons, especially in the fields of Science, Technology, Engineering, Arts, and Math (STEAM).

## **C. OTHER INITIATIVES**

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

### **GUIDED PATHWAYS**

KCC is working with the Michigan Community College Association on the Guided Pathways Initiative. The goals of the initiative are to increase student success, retention, and completion through a targeted First Year Experience, acceleration through transitional studies (i.e., Developmental Education), and increased structure in program pathways leading to degree completion and/or transfer. KCC has developed a robust First Year Experience that includes



mandatory orientation, advising, and a First Year Seminar course for all new-to-KCC students. Efforts to accelerate students needing transitional studies include review and revision of placement criteria and offering English Language Learning in place of traditional transitional reading and writing courses. Development of pathways for all degree programs has been completed and articulation agreements are in place for many programs. Faculty will continue to work with the MiTransfer Network to develop statewide articulation agreements for many popular transfer majors. Funds have been allocated to support travel for faculty, staff, and administrators to participate in statewide meetings for the Guided Pathways effort.

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

#### **MICHIGAN NEW JOBS TRAINING PROGRAM**

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 several MNJTP contractual agreements since this program was initiated in 2013, currently offering approximately \$450,000 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)**

As a key component of the Guided Pathways work, the College is working to accelerate students through transitional studies courses such as reading, writing, and mathematics skills. Transitional courses are designed to bring students who enroll unprepared for college-level work to the college-level. To accelerate students through Developmental Education, the College implemented the Accelerated Learning Program (ALP) model for English in Fall 2018. This model allows students who place into the highest level of Transitional Writing, to take it as a co-requisite to English Composition, thus allowing student to earn college credits more quickly. English Language Learning courses are being offered as another option for students who, due to language barriers, cannot place into college-level courses. In addition, the College reviewed placement measures and is implementing placement by multiple measures. Effective Fall 2020, many recent high school graduates will be able to use their high school GPA to waive placement testing.

### **TECHNOLOGY-ENHANCED INSTRUCTION**

KCC offers approximately 150 online course sections each semester. Through the leadership of the faculty, several online courses are added to the schedule each year. In Fall 2020, due to COVID-19 measures, KCC transitioned and offered approximately 75% of all course offerings online. This shift was supported by vital student services that mirrored existing face-to-face services, e.g., tutoring available in person and online. College facility renovation and additional equipment have also brought open computer labs to new locations in the community, permitting those without Internet access to use College facilities to participate in online courses. In addition to the application of technology to increase internet access, technology is available to enhance the quality of instruction. Classrooms are equipped with projection systems to provide visual reinforcement to the interactions within the classrooms. Faculty or student presentations can incorporate audio, video, and images from a variety of sources, including DVDs, the internet, computer files, documents, YouTube videos, and physical objects. While the College has been very proactive with ensuring classrooms are well-equipped with internet service, hardware, software, and work-based instructional equipment, it has recently become obvious that the classrooms need to be prepared to support individual devices, especially those used for test-taking so that students are able to finish a lengthy exam without the disruption of a failing battery.

The College is also re-evaluating some classrooms and considering renovation to provide the best possible learning environment that aligns with today's active teaching methodologies. Lecture halls are an example of an archaic arrangement for the delivery of course content in some courses and programs. Evidence of this can be found in the recent renovation of the Nursing lecture hall in the Roll Building on main campus. The lecture-styled room did not align with best-practice active learning pedagogy. The room has now been equipped with movable furniture and high-level technology enabling faculty and students to better use the space for demonstration and practice of high-risk medical skills in a low-risk learning environment.

### **D. ECONOMIC DEVELOPMENT IMPACT**

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

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

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

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

- Welding Technology / Welder

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

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

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

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

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

### III. STAFFING AND ENROLLMENT

#### A. ENROLLMENT AND PROGRAM ACCESS

##### FULL AND PART-TIME ENROLLMENT

Listed below is a snapshot of the student enrollment in programs for Summer 2019, Fall 2019, and Spring 2020. 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.).

##### 2019-20 Academic Year Enrollment

Program Code	Active Major	Full-Time	Part-Time	Total
103	Computer Programming	1	10	11
104/104A	Accounting		17	17
105	Administrative Assistant	1	1	2
107	Art Enrichment		5	5
118	Corrections	3	5	8
127	Basic Emergency Medical Technician	1	16	17
128	Paramedic	6	18	24
130	English for Enrichment		7	7
136	Industrial Trades	2	104	106
140	Human Services Technician		9	9
142	Graphic Design	3	5	8
145	Renewable Energy		4	4
150	Industrial Electricity and Electronics	2	91	93
151	Industrial Machining Technology		32	32
153	Industrial Pipefitting		7	7
155	Industrial Welding	1	76	77
156	Industrial HVAC and Refrigeration		24	24
164/164A	Business Management	1	100	101
168	MOS Master Preparation		1	1
171	Music Enrichment		10	10
174/174X	Practical Nursing	17	145	162
177	Medical Assistant	6	48	54
180	Sacred Music		1	1
181	Industrial Technology		20	20
183	Medical Administrative Assistant		2	2
191	Web Design and Development		3	3
194	Photography and Multimedia		3	3
195	Word Processing		1	1
196	Law Enforcement - Police Academy	15	2	17
203/203A	Accounting	26	114	140
206/206A	Administrative Assistant	3	20	23
207	Neurodiagnostic Technologist		5	5
213	Business Management	54	334	388
214	Computer Engineering Tech – Computer Programming	6	36	42
215	Early Childhood Education	21	205	226
216	Computer Networking	9	27	36
220	Computer Aided Drafting and Design	12	31	43
221	Computer Engineering Technology	9	30	39
228/228X	Dental Hygiene	10	116	126
230	Corrections		3	3

239	Emergency Medical Services	8	37	45
242	Human Services Technician	14	117	131
244	Graphic Design	19	43	62
248	Industrial HVAC and Refrigeration	1	18	19
250	Industrial Pipefitting		7	7
251	Industrial Electricity and Electronics	3	72	75
252	Industrial Machining Technology		19	19
255	Law Enforcement	8	47	55
259	Industrial Welding	3	41	44
261	Skilled Trades	1	46	47
267	Medical Administrative Assistant		3	3
274	Photography and Multimedia	4	33	37
278/278X/278A/278AX	Nursing – Full-Time	30	398	428
279/279X/279A/279AX	Nursing – Part-Time	5	501	506
283/283X	Physical Therapist Assistant	10	133	143
286	Public Safety		5	5
287/287X	Magnetic Resonance Imaging	2	40	42
288/288X	Radiographer	17	74	91
290	Industrial Technology		10	10
303	Associate of Agricultural Science		21	21
311/311A	Associate in Arts	40	184	224
312	Associate in Science	51	165	216
313	Associate in General Studies	158	791	949
314	Associate in Criminal Justice	9	62	71
317	Associate in International Studies	1	8	9
331	Associate in Elementary Education	14	55	69
400	Personal Interest	1	821	822
402	Guest Student	1	293	294
405	High School Dual Enrollment	12	1050	1062
406	Business Administration		1	1
407	Lifelong Learning		792	792
408	High School Early College	16	212	228
410	Health	2	166	168
415	Office		3	3
420	Technical		182	182
425	Criminal Justice Seminar		37	37
450	Customized Training		177	177
<b>TOTALS</b>		<b>639</b>	<b>8352</b>	<b>8991</b>

### STUDENT PROGRAM ACCESS / ALTERNATIVES

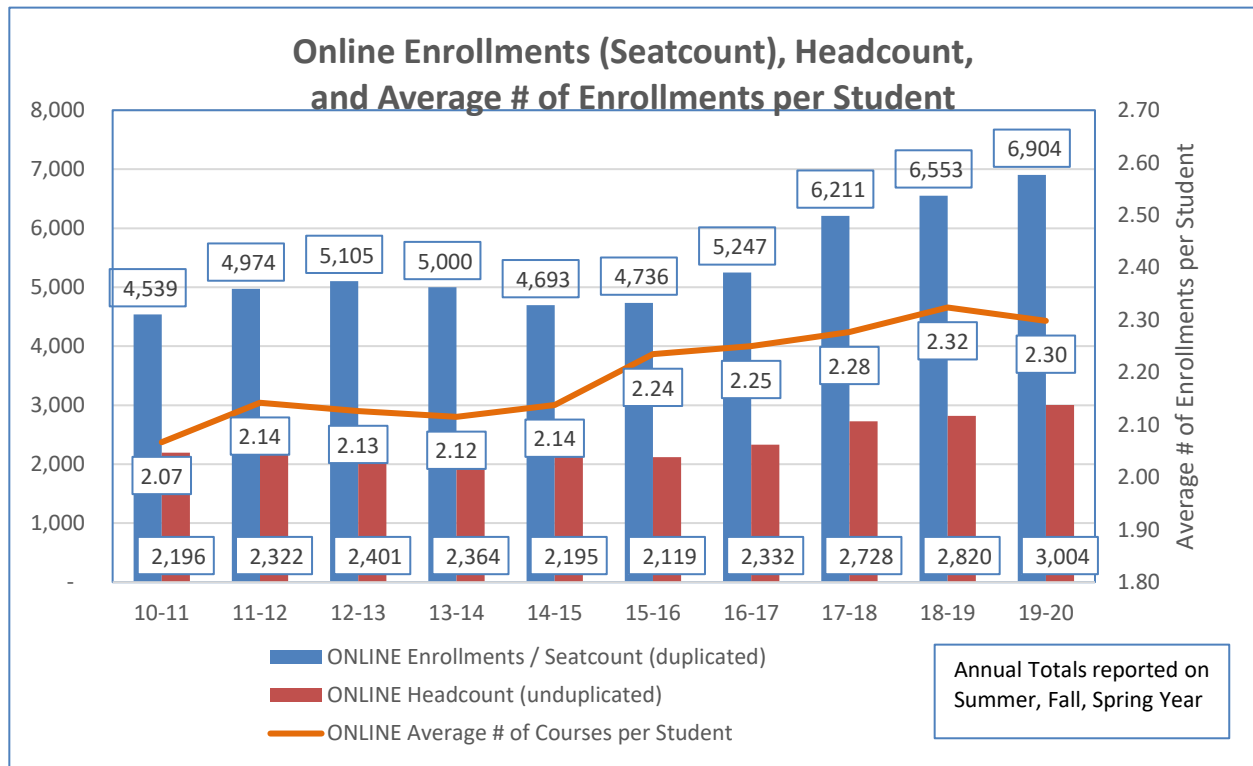
KCC serves a diverse population of students. Many of these students have family, employment, community responsibilities and busy schedules, resulting in very little time for traditional class hour attendance. Therefore, online courses continue to be used to present lessons, provide tools for virtual classroom interaction, and administer assessments. Instructors encourage use of the vast resources available on the internet for completing class assignments. Currently, KCC offers approximately 150 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.

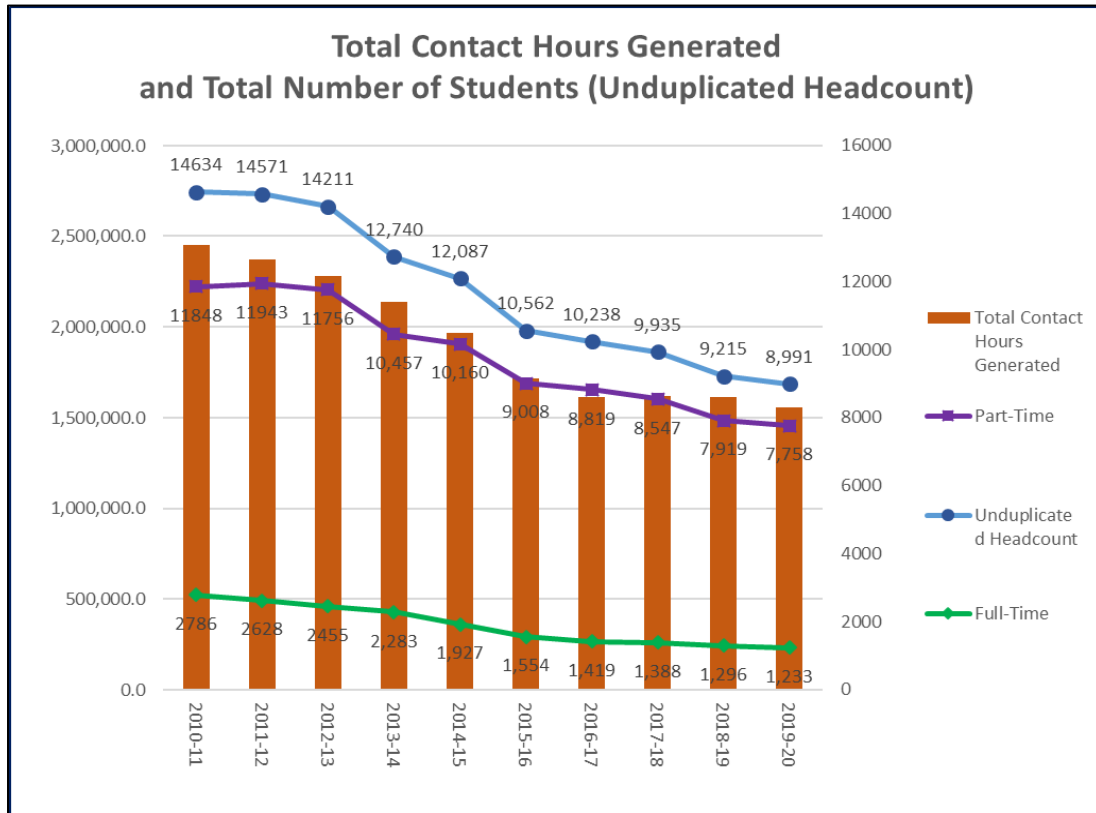
The following chart demonstrates the enrollment trend of students who take online courses. In the 2019-2020 year, the number of online enrollments (seat count) was at a 10-year high. The average number of online courses taken per student was 2.3. The number of unduplicated online students (headcount) was 565 students higher than the previous 5-year average of 2,439. This is a positive indicator when considered in contrast to the overall decline in the KCC total student seat count and headcount. However, it should be noted that the onset of the COVID-19 pandemic in Spring 2020 required most courses to be converted exclusively to the online format.



## B. PREVIOUS ENROLLMENT OVER PAST FIVE YEARS

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

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



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

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

#### Student Contact Hours in Instructional Sub Activity as a % of Total Student Contact Hours for 2018-19

	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	%
<b>KCC</b>	721,928	45.3	274,052	17.2	169,283	10.6	332,767	20.9	43,444	2.7	50,591	3.2
<b>State</b>	36,357,863	55.1	11,925,78	18.1	5,225,005	7.9	7,717,665	11.7	3,389,190	5.1	1,419,299	2.1

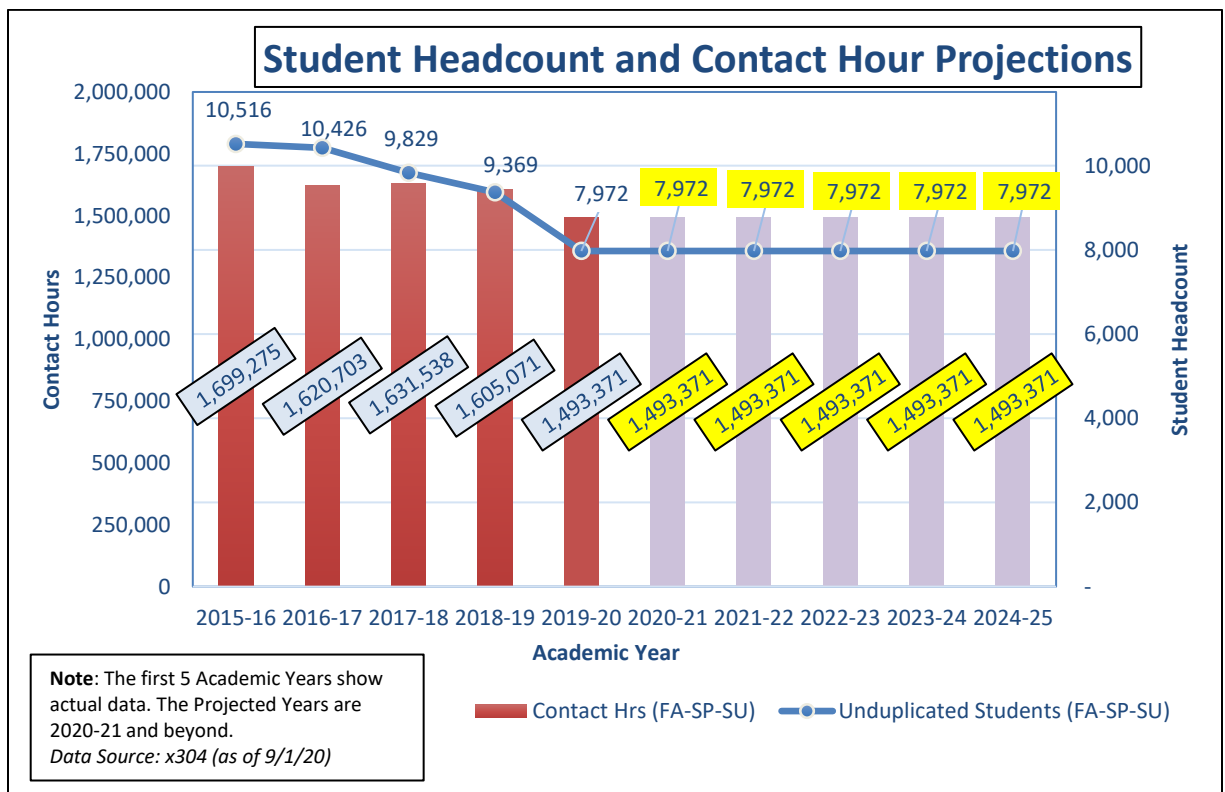
The data shows that KCC is near or above the State average for contact hours in the occupational areas 1.2, 1.3, and especially 1.4, Health Occupations, where we see our percentage of student contact hours at 20.9% as compared to the State average of 11.7%.

## C. PROJECTED ENROLLMENT OVER NEXT FIVE YEARS

The College's EMC projects KCC's overall for-credit enrollment for the next academic year. Because of the unknown impact of the COVID-19 pandemic, the EMC has postponed its calculation until the end of the enrollment period for Fall 2020. Because the EMC's new projection has not been completed, this document will extend the 2019-20 actual enrollment numbers to the projected 5 academic years of this plan.

The EMC will continue its environmental scanning and annual predictions to identify changes that may affect the College's enrollment and allow a timely response. The projection of total credit hours is based on the EMC's careful study of historical and projected enrollment patterns at KCC, historical and projected enrollment changes at other Michigan community colleges and various economic and demographic indicators – including unemployment rates, workforce participation, population, high school enrollment, and real estate sales – in the KCC service area. The projection also incorporates estimated persistence rates and credit-load averages for each student category within each of KCC's three annual semesters.

Since the EMC's annual enrollment projection affects the College's budgetary and planning decisions, members of the EMC felt more information regarding the impact of COVID-19 is needed in order to ensure the projection is accurate and that KCC's enrollment-related systems and strategies are implemented and effective.





## 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 2020, there are 86.5 full-time faculty and 4 non-instructional full time faculty, 392 part-time faculty, 98 full-time administrators, 1 part-time administrator, 57 full-time and 8 part-time clerical and technical support staff, 5 maintenance personnel, 47 part-time temporary administrative and clerical employees, and 77 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.....	17
Medical Assistant Program .....	1
Nursing .....	12
Office Information Systems .....	2
Physical Education & Wellness .....	2
Physical Therapist Assistant.....	2.5
Radiology Technology .....	1
Reading .....	1
Social Sciences .....	4
Trades.....	5
<b>Total Full-Time Faculty .....</b>	<b>86.5*</b>

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

### PART-TIME FACULTY PER ACADEMIC PROGRAM

Allied Health.....	2
Arts & Communications .....	54
Aviation .....	3

Business .....	18
Computer Aided Drafting.....	3
Criminal Justice .....	33
Clinical Assistant/Nursing .....	35
Dental Hygiene.....	9
Early Childhood Education.....	17
Emergency Medical Services.....	32
First Year Seminar .....	2
Graphic Design .....	6
Lifelong Learning.....	8
Mathematics / Science.....	30
MRI.....	2
Nursing .....	32
Nurse Aide Training.....	5
Physical Education .....	1
Social Science .....	35
Trades.....	28
Upward Bound .....	13
Workforce Solutions .....	24
<b>Total Part-Time Faculty .....</b>	<b>392</b>

## **E. PROJECTED STAFFING NEEDS**

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

## **F. CLASS SIZE**

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

## IV. FACILITY ASSESSMENT

### A. SUMMARY OF FACILITIES

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

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

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

ASSESSMENT OF GENERAL CONDITION KEY	
<b>Excellent</b>	Building extensively renovated
<b>Adequate</b>	Building minimally renovated
<b>Poor</b>	Building requires renovation

Building	Age	Use Patterns	Assessment of General Condition
Binda Performing Arts Center	60 yrs	Performing Arts, Meeting Space	Excellent
C Classroom Building	55 yrs	Classrooms, Administrative Offices	Excellent
Eastern Academic Center	19 yrs	Classrooms, Administrative Offices	Excellent
Davidson Building	51 yrs	Classrooms, Administrative Offices	Excellent
Fehsenfeld Center	24 yrs	Classrooms, Administrative Offices	Excellent
Grahl Center	26 yrs	Classrooms, Administrative Offices	Excellent
Lane-Thomas Building	59 yrs	Classrooms, Administrative Offices	Excellent
Miller PE Building	2 yrs	Classrooms, Physical Education, Administrative Offices	Excellent
Learning Resource Center	60 yrs	Computer Lab, Library	Excellent
Ohm Information Technology Center	17 yrs	Computer Labs, Classrooms, Administrative Offices	Excellent
Regional Manufacturing Technology Center	31 yrs	Technical Education, Classrooms, Administrative Offices	Excellent
Roll Health & Administration Building	42 yrs	Allied Health, Classrooms, Administrative Offices	Excellent
Schwarz Science Building	61 yrs	Science Labs, Classrooms, Administrative Offices	Adequate
Severin Building	61 yrs	Classrooms, Administrative Offices	Adequate
Student Center	60 yrs	Cafeteria, Kitchen, Student Space, Administrative Offices	Excellent
Whitmore Building	61 yrs	Administrative Offices	Adequate

## Facilities Lifecycle and Building Improvement Study

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

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

**i. CLASSROOM C BUILDING**

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

**ii. EASTERN ACADEMIC CENTER (Albion)**

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

**iii. FEHSENFELD CENTER (Hastings)**

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

**iv. GRAHL CENTER (Coldwater)**

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

- v. MUSIC CENTER OF SOUTH CENTRAL MICHIGAN**
  - Painting walls and ceilings
  - Card access controls – classroom doors
  
- vi. OHM INFORMATION TECHNOLOGY CENTER (OITC)**
  - Interior Renovations:
    - Fire protection
    - Plumbing
    - HVAC; update controls
    - Electrical / Lights
    - Elevator flooring
  - Toilet room renovations
  - Painting walls and ceilings
  - Back of house stairs
  - Sliding exterior doors
  
- vii. REGIONAL MANUFACTURING TECHNOLOGY CENTER (Fort Custer)**
  - Dashboard for existing wind and solar
  
- viii. ROLL BUILDING**
  - Interior Renovations:
    - General Trades – corridor flooring
    - Fire Protection
    - Plumbing
    - HVAC; update controls
    - Electrical / Lights
  - Toilet room renovations
  - Painting walls and ceilings
  - Renovate glass skylight structure
  
- ix. SCHWARTZ SCIENCE BUILDING**
  - Interior Renovations:
    - General Trades
    - Fire Protection
    - Plumbing
    - HVAC; update controls
    - 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; update controls
- Electrical / Lights
- Painting walls and ceilings
- Card access control to doors
- Exterior façade clean and leak repairs
- Back of house stairs
- Remodel food court/lobby

**xi. WHITMORE BUILDING**

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

**xii. MISCELLANEOUS**

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

## Major Campus Improvements

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

- 2001 Renovation of the Emory W. Morris Learning Resource Center (LRC)
- 2001 Partial Renovation of the Miller PE Building
- 2002 Expansion and renovation of the Regional Manufacturing Technology Center (RMTC)
- 2002 New Eastern Academic Center (EAC) in Albion
- 2003 New Ohm Information Technology Center (OITC) and enclosed walkway on campus
- 2004 New maintenance building and entrance drive expansion
- 2005 Renovation of the Joe Schwarz Center
- 2005 Renovation of the Whitmore Center
- 2005 Renovation of the Classroom A Building (now the “Severin Building”)
- 2005 Renovation of the Lyle C. Roll Building
- 2006 Renovation of the Davidson Visual & Performing Arts Center offices

- 2009 Renovation of the Classroom C Building
- 2009 Renovation of the entrance stairs
- 2010 Expansion of student parking by the Miller Building
- 2010 Renovation of the RMTC welding lab
- 2011 Partial renovation of the EAC to meet K-12 building fire codes
- 2012 Renovation and addition of the Lane-Thomas Building
- 2012 New welding lab at the Hastings Area High School (now called "RMTC North")
- 2013 Renovation of the Student Services building and cafeteria (now called "Bruin Bistro")
- 2013 Addition to the EAC
- 2014 Renovation of the Binda Performing Arts Center
- 2015 Renovation of the Davidson Visual & Performing Arts Center
- 2016 Addition to the RMTC
- 2017 Demolition and construction of new Miller Physical Education Building
- 2018 All Campus and Regional Centers Restrooms
- 2018 Mini-renovation of the LRC
- 2018 Renovation of the RMTC
- 2020 Renovation of EAC Classrooms

Following are detailed summaries of the major campus improvements as listed above, which have been completed since the 21<sup>st</sup> 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.

***Front Steps Renovation and Handicap Ramp – 2009***

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

***C Classroom Building Renovation – 2010***

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

***Lane-Thomas Building Renovation – 2012***

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

***Student Services Building Renovation – 2013***

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

***Eastern Academic Center Addition – 2013***

In 2011, Kellogg Community College and Marshall Public Schools entered into an agreement regarding the use of the EAC. Marshall Public Schools needed a site for their Alternative High School students to receive their education, and the EAC was the perfect location for such a great

opportunity. The building was brought up to K-12 codes before the partnership began, but soon it was apparent that the EAC was overflowing with both Marshall Alternative High School students and regular KCC students. In 2013, the Cronin Foundation granted KCC half the cost of an addition to the EAC, thereby providing the opportunity to increase the limited space at the EAC. This addition included three classrooms, a seminar room, and additional office space for shared use by KCC and the Marshall Alternative High School.

#### ***Binda Performing Arts Center Renovation – 2014***

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

#### ***Davidson Building Renovation – 2015***

The Davidson Visual and Performing Arts Center was completed in August 2015. The renovation included a complete remodel and repurposing of the building, initially constructed in 1969, with a minor office-space only renovation in 2006. In addition to art and music classroom renovations, updates to the building include the complete replacement of the electrical and mechanical systems, HVAC modifications, a new art gallery space for student and community pieces, new seating in the auditorium used for performances and classes, the move of our Graphic Design program to the Davidson Building from another campus building, a new study lobby space in the lower level, and an additional computer lab.

#### ***RMTC Addition – 2016***

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

#### ***Miller Physical Education Building Construction – 2018***

Completed in Fall 2018, the new Miller Physical Education building is a one-floor, 25,200 square foot building. The building houses a competition basketball/volleyball court, one academic classroom, dedicated cardio and weight rooms, men's and women's locker rooms, an athletic training room, and a concession area. There is also an out-building to house batting cages, with additional storage. This building addresses all the needs for the College's physical education and intercollegiate athletic programs that it provides for the student population. With the new

building, the College has revamped its intercollegiate athletic programs to introduce men's and women's cross country (Fall 2018), women's soccer (Fall 2019), and men's and women's bowling (Fall 2020), and developed new degree programs in Health and Fitness Science, and Sport and Fitness Management, and also a new Fitness Specialist certificate.

***Campus and Regional Centers Restroom Renovations – 2018***

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

***Learning Resource Center Upgrade – 2018***

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

***RMTC Renovation – 2018***

Approved for Capital Outlay funding in 2016 and completed in 2019, the RMTC renovation significantly prolonged the lifespan of the existing building and site by addressing key deficiencies in the building's envelope (re-roofing and new insulation) and infrastructure components [new energy-efficient HVAC system, new electrical infrastructure (lighting, power, and communications), and repaving of existing drives and parking areas]. The renovation has improved instructional and support services to students, as it allows for increased classroom capacity, improved student flow, better customer and instructional service, and a relocated study resources area for greater student success and learning outcomes.

***Physical Plant – 2019***

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

***EAC Classroom Renovations – 2020***

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

## 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:

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

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

<b>2009</b>	Ohm Information Technology Center	New chairs in the OITC business and industry rooms
<b>2009</b>	Ohm Information Technology Center	Wall paneling installed in O103, O104, O107, O108, O109
<b>2009</b>	Grahl Center	Installed electronic locks
<b>2009</b>	RMTC	Installed new exterior doors
<b>2010</b>	RMTC	Installed solar array and wind turbines
<b>2010</b>	Roll Building	Installed new exterior door and built in floor mats in the NW foyer entrance
<b>2010</b>	Roll Building	Renovated the service elevator and added new signage
<b>2010</b>	Lane-Thomas Parking Lot / Fremont St.	New Curbing Added
<b>2010</b>	Roll Building	Renovated service area
<b>2010</b>	RMTC	Renovated Welding Lab to add more workstations
<b>2011</b>	Grahl Center	Installed new boilers, cooling tower, DDC Controls
<b>2011</b>	Schwarz Science Building	Expanded Anatomy lab
<b>2011</b>	Davidson Building	Repaired pedestrian bridge
<b>2011</b>	Whitmore Building	Installed outdoor seat wall bench
<b>2011</b>	Fehsenfeld Center	Enhanced DDC Controls for HVAC system
<b>2011</b>	RMTC	Installed electrical vehicle charging station
<b>2011</b>	Main Campus	Installed electrical vehicle charging station
<b>2012</b>	Eastern Academic Center	Installed two new boilers
<b>2013</b>	Ohm Information Technology Center	Renovated Testing & Assessment Center, and Academic Support Center (The Bridge)
<b>2013</b>	Circle Drive	Historical Marker installation and landscaping
<b>2013</b>	Eastern Academic Center	Addition of 3 classrooms, seminar room, and offices
<b>2014</b>	Grahl Center	Upgraded carpet in five classrooms; painted; landscaped
<b>2014</b>	Severin Building	Replaced exterior sandstone and interior walls due to water damage
<b>2016</b>	Roll Building	Patched roof and partially repaired building envelope
<b>2016</b>	Fremont Street & Parking Lots	Repaved and restriped
<b>2016</b>	Roll Building	Repaired roof
<b>2016</b>	Roll Building	Masonry work
<b>2017</b>	Ohm Information Technology Center	Installed thermostatically controlled vent system
<b>2017</b>	Schwarz Science Building	Replaced roof
<b>2017</b>	Eastern Academic Center	Interior finishes and new reception cubicle system
<b>2018</b>	Severin Building	New corridor flooring
<b>2018</b>	Regional Centers and main campus	Created Nursing Mother's rooms and all-gender restrooms with ADA accessibility
<b>2018</b>	Regional Centers and main campus	Upgraded restroom finishes
<b>2018</b>	Severin Building	Minor upgrades to Social Science office space
<b>2018</b>	Main Campus	Repaved Roosevelt Drive and Parking Lots G and I
<b>2018</b>	Main Campus	Added new lighting, cameras, and phones for safety
<b>2019</b>	Main Campus	Structurally repaired campus walkways



<b>2019</b>	Severin Building	Renovated Early Childhood Education lab (SB209) to meet accreditation requirement
<b>2019</b>	Roll Building	Roof replacement
<b>2019</b>	Roll Building	Renovated Nursing Program tiered lecture hall (R210) to address ADA issues and usability
<b>2019</b>	Lane-Thomas Building	Two new offices
<b>2019</b>	Lane-Thomas Building	Refurbished EMS ambulance
<b>2019</b>	Parking Lot H	Resurfaced and relined to address safety issues
<b>2019</b>	Main Campus	Northside Gateway enhancement

## 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.

<b>SPACE UTILIZATION AVERAGE: SPRING SEMESTER 1/1/19 - 5/11/19</b>										
<b>BUILDING</b>	<b>PEAK (10am-3pm)</b>		<b>OFF PEAK (8am-10am)</b>		<b>OFF PEAK (3pm-5pm)</b>		<b>EVENING (5pm-10pm)</b>		<b>WEEKEND</b>	
	<b>% utilized</b>	<b>% of capacity</b>	<b>% utilized</b>	<b>% of capacity</b>	<b>% utilized</b>	<b>% of capacity</b>	<b>% utilized</b>	<b>% of capacity</b>	<b>% utilized</b>	<b>% of capacity</b>
<b>Binda Theater:</b>	21.06%	33.20%	11.70%	23.30%	19.15%	32.50%	45.85%	41.07%	8.61%	25.00%
<b>C Classroom Building:</b>	37.51%	56.74%	27.29%	53.42%	12.07%	52.19%	19.38%	49.48%	0.07%	0.00%
<b>Davidson Building:</b>	30.31%	68.48%	14.79%	41.32%	14.38%	48.62%	18.23%	57.21%	0.32%	14.90%
<b>EAC:</b>	4.06%	23.68%	0.00%	0.00%	1.98%	11.54%	2.90%	26.22%	0.00%	0.00%
<b>Fehsenfeld Center:</b>	11.50%	64.96%	4.24%	41.39%	4.78%	44.07%	12.66%	65.00%	0.00%	0.00%
<b>Grahl Center:</b>	7.46%	58.20%	2.52%	12.68%	6.30%	29.92%	16.08%	60.80%	0.00%	0.00%
<b>LRC:</b>	17.77%	64.58%	25.00%	75.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Lane-Thomas Building:</b>	18.15%	108.15%	14.62%	105.96%	12.19%	107.08%	10.68%	35.08%	2.42%	34.46%
<b>Miller PE Building:</b>	9.36%	11.34%	10.24%	3.14%	0.00%	0.00%	0.00%	0.00%	1.35%	16.67%
<b>Ohm Information Technology Center:</b>	29.41%	73.48%	16.79%	68.88%	20.84%	71.87%	16.94%	61.61%	0.11%	6.25%
<b>Roll Building:</b>	28.80%	46.24%	27.29%	57.19%	18.11%	52.45%	4.72%	39.78%	0.00%	0.00%
<b>RMTC:</b>	7.70%	1.99%	7.18%	1.48%	7.84%	5.29%	1.51%	17.07%	0.00%	0.00%
<b>Schwarz Science Building:</b>	38.94%	73.95%	36.06%	73.02%	20.93%	65.63%	19.46%	72.83%	0.32%	11.98%
<b>Severin Building:</b>	39.55%	75.71%	24.64%	69.62%	7.54%	32.98%	24.13%	70.18%	2.51%	40.39%

## 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 21<sup>st</sup> 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 \$156,000,000.

## 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	
<b>Excellent</b>	Systems modernized with direct digital control systems
<b>Adequate</b>	Systems meet minimum code requirements
<b>Poor</b>	Systems do not meet minimum code requirements

Building	Facility Age	Utility System Condition
Binda Performing Arts Center	60 yrs	Excellent
C Classroom Building	55 yrs	Excellent
Eastern Academic Center	19 yrs	Excellent
Davidson Visual & Performing Arts Center	51 yrs	Excellent
Fehsenfeld Center	24 yrs	Adequate
Grahl Center	26 yrs	Adequate
Lane-Thomas Building	59 yrs	Excellent
Miller PE Building	2 yrs	Excellent
Learning Resource Center	60 yrs	Excellent
Ohm Information Technology Center	17 yrs	Excellent
Regional Manufacturing Technology Center	31 yrs	Excellent
Roll Health & Administration Building	42 yrs	Adequate
Schwarz Science Building	61 yrs	Adequate
Severin Building	61 yrs	Adequate
Student Center	60 yrs	Excellent
Whitmore Building	61 yrs	Adequate

## **G. FACILITY INFRASTRUCTURE CONDITION**

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

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

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

## **I. INSTITUTIONAL ENTERPRISE-WIDE ENERGY PLAN**

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

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

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

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

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

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

## **K. OBLIGATION TO STATE BUILDING AUTHORITY**

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

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

## **V. IMPLEMENTATION PLAN**

### **A. PRIORITIZE MAJOR CAPITAL PROJECTS**

Due to COVID-19, the State Budget Office has informed community colleges they are not accepting major project requests for FY22.

### **B. IMPACT OF DEFERRED MAINTENANCE**

Not applicable for this year (specific to major project request).

### **C. STATUS OF CURRENT STATE-FUNDED PROJECTS**

KCC has no current State-funded projects.

### **D. RATE OF RETURN**

Not applicable for this year (specific to major project request).

### **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 150 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.

### **F. MAINTENANCE SCHEDULE FOR MAJOR MAINTENANCE ITEMS**

KCC has no maintenance items in excess of \$1,000,000 for FY 2022-2026.

### **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 2020-21 fiscal year, there is no capital funding allotted for non-routine maintenance due to budget constraints.