



2027-31 CAPITAL OUTLAY

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

I. MISSION STATEMENT

A. MISSION

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

- We engage students in learning experiences that lead to enhanced employability and successful transfer to other educational institutions.
- We develop students who can think critically, communicate effectively, and demonstrate global awareness.
- We partner with the communities we serve to support economic vitality and stability through the development of a skilled local workforce.
- We provide the educational resources and student services that promote, support, and enhance student success.
- We advocate lifelong learning for all members of the community, providing local residents with educational and cultural opportunities that result in personal growth and development.

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. Working together across the College, we support an environment that values:

- Student success through collaboration, cooperation, and academic rigor
- Positive relationships with students, employers, our staff, and the community
- Diversity
- Quality and continuous improvement
- Innovation, creativity, and flexibility

- Personal and professional integrity, and accountability
- Staff development

2025-28 INSTITUTIONAL PRIORITIES

1. Increase Enrollment
 - Continue focus on assessment and improvement of student learning
 - Increase engagement efforts leading toward student retention (i.e. student experience) grounded in an equity mindset
2. Community Engagement
 - Implement a coordinated plan of outreach, advertising and engagement activities with all of the College’s constituents and partners
3. Data Governance
 - Continue process for improving timeliness, delivery (or prioritization) and accuracy of relevant actionable data

II. INSTRUCTIONAL PROGRAMMING

A. ACADEMIC PROGRAMS AND INITIATIVES

KCC has served southwestern and southcentral 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 customizable transfer pathways for students in addition to 44 associate degree programs, 31 certificate programs, seven categories of professional certifications and dozens of short-term, non-credit courses. 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 in February 2022.
- Provided local educational programming for Barry and Branch counties through the establishment of academic centers and upgraded a learning center between Albion and Marshall to enable easier educational access for those in the far reaches of the College district with a focus on workforce development.
- Delivered courses via a flexible scheduling model 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 Workforce Training and Education Collaborative (formerly Michigan Colleges Online), 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.
- Adopted high impact learning experiences, including the implementation of service-learning requirements for graduation, International Study, and the implementation of a new Honors Program.
- Incorporated researched-based practices that support student success, following the Guided Pathways model. The College implemented a Guided Self-Placement model in the fall of 2023. Through this model, new students use placement measures and consult with advisors to determine in which classes they will begin and what level of support will help them to be successful. Faculty have developed co-requisite support courses designed to help students succeed in entry level math, reading, and English. Using co-requisite support allows students to enter their degree pathway upon entry to the College while providing a resource to promote success.

EXISTING ACADEMIC PROGRAMS

KCC's academic programs are comprised by numerous subject areas and divided into two divisions: Arts & Sciences and Workforce Development. KCC also serves the community through its Lifelong Learning and Workforce Solutions departments.

Associate Degree Programs

Associate in Agricultural Science, AAgS
Associate in Arts, AA
Associate in Business Administration, ABA
Associate in Criminal Justice, ACJ
Associate in Elementary Education, AEE
Associate in Exercise Science, AES
Associate in Fine Arts – Visual Arts, AFA
Associate in Fine Arts – Music, AFA
Associate in General Studies, AGS
Associate in Global and International Studies, AGIS
Associate in Science, AS
Associate in Sports Management, ASM
Associate in Applied Science
Accounting, AAS
Business Management, AAS
Computer Engineering Technology, AAS
Computer Networking, AAS
Computer Programming, AAS
Computer-Aided Drafting and Design Technology, AAS
Computer Integrated Machining, AAS
Corrections, AAS
Cyber Security, AAS
Dental Hygiene, AAS
Early Childhood Education, AAS

Emergency Medical Services, AAS
 Executive Assistant, AAS
 Graphic Design, AAS
 Human Services, AAS
 Industrial Electricity and Electronics, AAS
 Industrial Heating, Ventilation, Air Conditioning and Refrigeration (HVAC), AAS
 Industrial Mechanic, AAS
 Industrial Millwright, AAS
 Industrial Pipefitting, AAS
 Industrial Technology, AAS
 Industrial Welding, AAS
 Law Enforcement, 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 Mechanic Level 2
Administrative Support Specialist	Industrial Millwright Level 1
Basic EMT	Industrial Millwright Level 2
Business Entrepreneurship	Industrial Pipefitting
Business Management	Industrial Trades
CNC Machinist	Industrial Welding
Community Paramedic	Machinist
Computer Programming	Medical Assistant
Corrections	Paramedic
Graphic Design	Photography and Multimedia
Hospitality	Practical Nursing (LPN)
Industrial Electricity and Electronics	Renewable Energy
Industrial HVAC	Retail Management
Industrial Maintenance Technician	Web Design and Development
Industrial Mechanic Level 1	

Professional Certifications

Child Development Associate
 Computer Engineering Technology
 Computer Networking
 Industrial Trades (may include)

- OSHA 10 and 30
- MIOSHA Forklift
- Handling ToolPro Fanuc Robot
- MSSC (Manufacturing Skills Standards Council)

- Safety
- Quality Practices and Measurement
- Manufacturing Processes and Production
- Maintenance Awareness
- EPA 608
- Welding Qualifications (American Welding Society):
 - AWS Shielded Metal Arc Welding
 - AWS Gas Metal Arc Welding
 - AWS Gas Tungsten Arc Welding
 - AWS Pipe Welding

Medical First Responder

Nursing Assistant

Phlebotomy

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 Bruin Standard, a suite of three required general education outcomes required of all KCC graduates. The Bruin Standard assures 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 has been assessed for each of the Bruin Standard outcomes: Effective Communication, Critical Thinking, and Personal and Cultural Engagement. Assessment of the new outcomes first took place in fall 2020. Based on initial assessment results, initiatives have been implemented to improve student learning. Effective fall 2021, a service-learning experience is required for all KCC degrees; this requirement is intended to improve student proficiency on the outcome of Personal and Cultural Engagement. In spring 2023, a reading co-requisite support course was piloted with the goal of helping students to improve their critical thinking skills. The program has been expanded to include four gateway courses, including one for workforce and three for transfer programs. Strategies are being developed to increase student retention and success by providing customized professional development to instructors in the parent courses. This will increase the use of parallel teaching support strategies between the reading instructor and the content-level course instructor. Students will become more immersed in the content and improve critical reading skills beyond what is expected with the use of only the co-requisite course.

Co-curricular learning is a critical component to help students attain proficiency on the Bruin Standard. Co-curricular learning outcomes align with the Bruin Standard and assessment of co-curricular learning is also assessed. The Bruin Standard outcomes were assessed again in the spring of 2024. Meetings with faculty and other stakeholders to analyze and discuss the data and determine next steps occurred in the fall of 2024 and spring of 2025. Faculty and instructional administrators recommended continuation of the interventions already in place. In addition, the decision was made to develop in-house assessments for each of the three Bruin Standard outcomes. Faculty have developed and will pilot an assessment for Critical Thinking in the fall of 2025; development of the assessment for Personal and Cultural Engagement is underway.

REGIONAL EDUCATION

KCC has five locations within Barry, Branch, and Calhoun counties. In addition to the North Avenue campus and RMTTC in Battle Creek, regional centers are located in Coldwater (Grahl

Center), Hastings (Fehsenfeld Center), and Albion (Eastern Academic Center). Each of the centers offers courses from Workforce Development, Health Sciences, and Arts and Sciences.

The goals of the Regional Centers include the following:

- Provide convenient day and evening academic programming for students.
- Provide local customized training services to businesses and industries located within the KCC service area.
- Take a leadership role in working with local K-12 schools to improve the percentage of students entering 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 Marshall Public Schools. This innovative program features co-located high school and college programming for high school students, while also serving traditional KCC students. The institution has invested in creating more opportunities for career and technical education opportunities, in welding and mechatronics (Industrial Technology and Industrial Electricity/Electronics), at the EAC, which began in Fall 2021. Perkins funding provided approximately \$137,780 toward equipment costs to provide mechatronics at the EAC. Over \$4,000,000 in funding from two Michigan Economic Development Corporation (MEDC) grants was secured in 2024 to support engagement of K-12 students in introduction to the trades, curriculum development, and incumbent worker training. Importantly, the grants also funded the purchase of equipment that allows Kellogg Community College to be **the first college in the nation** to implement an **enterprise system** using **FANUC CRX-5iA Collaborative Robots**. This innovative system aims to train students in specialized automated manufacturing processes, integrating advanced technologies to prepare them for real-world applications in the industry. The collaboration includes a partnership with Western Michigan University and major industry employers, focusing on developing a skilled workforce pipeline for the electric vehicle and semiconductor sectors.

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 KCC's first such 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 (which 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, Marshall Academy, Pennfield, and Waldron -- have been approved for or are currently running an Early College program.

Beginning in 2023, the Grahl Center has been working collaboratively with the local Branch Intermediate School District (BISD) to provide facilities to host language learning training for immigrants entering the Coldwater area. Coldwater is located in Branch County, which has experienced a growth in industries such as a large meat processing facility and a large Walmart Distribution Center. The growth in industry has encouraged a large influx of immigrants, and the

community has struggled to find enough appropriate and affordable space options to house programming supportive of providing transitional services such as English learning language. Area employers have been supporting the training in English and in workforce training via the BISD. The Grahl Center has been providing space, and this has led to language participants having an interest in completing post-secondary training as well.

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 with the ability to move it to other locations within the College's service area. The Grahl Center in Coldwater and the Fehsenfeld Center in Hastings also have spaces that are "KAMA-ready," so that the College is prepared to offer training in advanced manufacturing throughout the 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 to ensure 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. To better serve the east side of Calhoun County, 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 would be 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 was historically utilized for Nurse Aide training. The newly renovated room provides a more effective learning environment for the Nurse Aide Training Program, as well as other healthcare courses such as Medical Assistant and Phlebotomy in the future as enrollment/need dictate.

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, Maintenance Technician, Mechanic Level 1, Mechanic Level 2, Millwright Level 1, Millwright Level 2, Pipefitting, Trades, Welding, and Renewable Energy are available at the RMTC. Individuals can sign up for single modules or pursue 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 more than 75 area companies and approximately 1,000 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 the iACT program (“Innovative, Accelerated, Credentialed Training”), which is a short-term, accelerated program focused on technical, foundational, and employability skills training. Additionally, the W.K. Kellogg Foundation extended the award through 2025 with \$3.55 MM to continue iACT programming.

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:

- Industrial Maintenance Technician certificate
- Industrial Mechanic Level 1 and 2 Certificates
- Industrial Millwright Level 1 and 2 Certificates
- Machinist Certificate
- Retail Management Course
- Certified Production Technician (CPT) Training (an enhanced version of the program currently known as 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 micro-credentials in partnership with the Smart Automation Certification Alliance
- New mini academic certificates with a specific industry and career focus in Industrial Technology

Bruin Industrial Trades Mobile Lab

The College was awarded a \$100,000 grant from the DENSO North America Foundation to build a mobile lab, taking the trades on the road. The mobile lab has been completed and has been demonstrated at local events (Battle Jacks Baseball, NAACP Back to School Event, MI Career Quest, as well as schools and other local venues).

Consumers Energy Foundation Grant

KCC was awarded a \$100,000 grant from the Consumers Energy Foundation Bruin Innovation: A Skills & STEM Youth Outreach Project. The college offered summer camps free of charge to the community in collaboration with Lifelong Learning and in partnership with Innovate Albion.

Michigan Learning and Education Advancement Program (MiLEAP)

The MiLEAP grant, in the amount of \$1.1 million, was awarded by the Michigan Department of Labor and Economic Opportunity to Kellogg Community College and Kalamazoo Valley Community College for two years, with the possibility of a third year. The grant assists job seekers' transitions from short-term education and training programs to high-skill, high-wage employment and career pathways. The College delivers iACT manufacturing and healthcare (CNA) training in Albion, Coldwater, and Hastings to adults. Career Navigators will work directly with students and provide wraparound support. One manufacturing and one healthcare cohort will be delivered in each region per year and 90 students will be served per year. The MiLEAP grant completed in 2023.

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, cybersecurity, 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 Health Sciences (Nursing and 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 who are interested, efforts continue to expand programming without sacrificing quality. Simulation labs and a large collaborative classroom were reimaged to provide flexible seating arrangements and additional opportunities to model patient care with high-fidelity mannequins. During the summer of 2021, the dental hygiene clinic was renovated to minimize all aerosol-generating practices.

EARLY CHILDHOOD EDUCATION (Severin Building)

In 2019, a classroom in the Severin Building was renovated to create a learning lab for students in the Early Childhood Education (ECE) Program. Students in the program 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 gained reaffirmation of accreditation in fall 2020. The ECE lab is currently

hosting K-12 students visiting the College for special events such as career exploration. The students are able to experience, first-hand, education careers for children ages 2 ½ to second grade.

In October 2023, KCC entered a formal agreement with Glen Oaks Community College (GOCC), enabling GOCC students the ability to complete the KCC Associate of Applied Science Degree in Early Childhood Education (AAS in ECE). GOCC does not offer an AAS in ECE due to its rural service area. KCC has an award-winning, nationally accredited ECE Program. Each institution provides a portion of the degree. GOCC students earn their general education credits and transfer them to KCC, which, in turn, provides the specialized ECE courses via virtual instruction. (This modality prevents the students from having to drive to KCC.)

GOCC is located in Centreville, Michigan, in St. Joseph County, which borders the KCC service area to the southwest. Local community employers need trained Early Childhood Education providers that meet State of Michigan requirements to work in environments such as preschools, licensed registered group homes (providing care for children under age 12), elementary schools, and Head Start programs with children ages birth through third grade.

SCIENCE (Schwarz Science Building)

The Schwarz Science Building, which underwent renovation in summer and fall 2021 to enhance safety and update office spaces, 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 with the safest lab environments possible. Enhanced lab experiences have been added to expand the learning process for students studying the sciences, including the acquisition of two plastinated cadavers and the installation of a new weather station for instructional and institutional use.

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

The C Classroom Building, renovated in 2010, has helped advance technology options in each classroom by the installation of a health simulation lab to meet the needs of nursing and other health programs. In 2012, the Lane-Thomas building renovation was completed with the expansion of the simulation suite in Emergency Medical Services. As competition with regional colleges for clinical placement becomes more challenging, the creation and maintenance of high-quality simulation labs becomes 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. As part of the project, \$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. In 2022, the EMT and Paramedic programs went through a comprehensive program review that resulted in \$700,000 in upgrades to the capacity and capabilities of the simulation labs. The upgrades were funded by the Coronavirus Aid, Relief, and Economic Security Act (CARES).

The college received over \$2,000,000 in funding through the ADN-BSN grant in 2023. Over \$523,000 of the funds were used to purchase or upgrade equipment in the Simulation labs. An additional \$453,000 was allocated to a Nursing Simulation Instructor and a Simulations Operator. The bulk of the remainder funds student scholarships.

ARTS (Binda Theatre and Davidson Building)

The Binda Theatre and Davidson Building renovations in 2014 and 2015 represent the College's commitment to supporting 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. Improvements to these buildings allow the Graphic Design and Photography and Multimedia programs, in particular, to expand their enrollment and support collaboration between the students of both programs.

STUDENT SUPPORT (Student Center)

Renovated 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, learn about academic programs, 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 to ensure that faculty are 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 is a constant consideration. Perhaps one of the most distinguishing characteristics of KCC is the repeated proactive response to the service 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. In its region within southwestern Michigan, the College reaches approximately 250,000 residents. The College most recently and successfully completed self-studies for Higher Learning Commission (HLC) accreditation in 2021. A peer review team evaluated the self-study and visited the College in November 2021. In February 2022, the College received notice from the HLC that accreditation was extended for an additional 10 years.

CONTINUING EDUCATION

KCC offers a Lifelong Learning department dedicated to providing the community's adults with enriching opportunities that require no admission prerequisites. These non-credit courses are designed purely for personal growth and enjoyment. The department features a diverse array of classes in areas such as Computers and Technology, Cooking, Crafts and Hobbies, Fitness, Healthy and Holistic Living, Home and Garden, Languages, Finance, Music, Writing, Professional Development, and more. Additionally, there are numerous online options available to meet the community's personal enrichment needs. Lifelong Learning's mission is to connect the community with the college through a variety of personal enrichment classes.

INDUSTRIAL / SKILLED TRADES TRAINING

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

MICHIGAN COALITION FOR ADVANCED MANUFACTURING (M-CAM)

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

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

INNOVATIVE, ACCELERATED, CREDENTIALLED TRAINING (iACT)

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

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

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

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

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

Training in Microsoft Office Applications and Keyboarding will use hands-on instruction to cover Microsoft Windows, Word, Excel, and PowerPoint presentation software. In addition, office procedures and keyboarding will be studied and will emphasize soft skills and communication skills, as well as exposure to the Internet and an electronic calendar program. Students can also earn the WorkKeys National Career Readiness Certificate and Microsoft Office Specialist (MOS) Certification.

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 programs throughout the College's service district, KCC is experiencing a new level of partnership in many ways, as these local schools are creating pathways for their high school students to graduate with an associate degree or certificate by the time they finish high school.

PARTNERSHIPS WITH FOUR-YEAR INSTITUTIONS

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

Through a grant funded by the state of Michigan (the ADN-BSN grant), KCC is also partnering with WMU to increase the number of bachelor degree nurses. The grant provides \$2 million to support the transfer of community college nursing graduates into Bachelor of Nursing programs. KCC's nursing program and students benefited from the purchase of over \$523,000 in equipment to upgrade or add to the college's simulation laboratories, an additional full-time simulation operator, and an additional full-time simulation instructor, as well as a data analyst and liaison to WMU's nursing program. Importantly, the grant provides scholarship funding for up to 150 students to complete coursework under the Michigan Transfer Agreement, which is required for admission to WMU's nursing program.

KCC and Michigan State University (MSU) collaboratively provide two consortium options for students interested in transferring to earn a degree in either Food Processing, Technology, and Safety, or in Agricultural Operations. Students may also earn an Associate in Agricultural Science (AAgS) degree at KCC and enter the select admissions program at MSU to study Agricultural Operations. Students must reverse transfer, from MSU, a minimum of 34 credits from the MSU Agriculture Operations or Food Processing, Technology, and Safety certificate to KCC towards the AAgS.

Through the agreements, KCC is delivering programming to provide career-ready leadership skills in agriculture and in food processing. Graduates meet local employers' needs and complete industry-specific internships, which expose students to current career opportunities. MSU and KCC share the cost of a program coordinator who is housed at KCC and works closely to ensure that students stay on track at both institutions, assuring higher rates of retention and completion. MSU has brought a mobile food lab to KCC and invited community members to visit and learn about programming via the lab. Additionally, the KCC AAgS program hosts an active advisory board that includes local employers and community stakeholders which promotes relevancy.

KCC updated the Areas of Study to include Transfer Studies, enabling students to easily locate transfer pathway maps on the web page.

In the Spring of 2022, KCC hosted a new Transfer Advisory Board which includes university stakeholders to foster relationships and smoother transfer for students. In addition to the overarching institutional agreement with WMU, KCC has entered into institutional articulation agreements with Davenport University, the University of Olivet, Albion College, and Grand Valley State University.

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

INTEGRATIVE LEARNING DEPARTMENT

The Integrative Learning (IL) department expanded in July 2020 to include First Year Seminar. In 2021, faculty voted that all degree-seeking students are required to complete a service-learning endorsement for graduation. This will increase our community engagement and impact we can have in the community. 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, analyze self-management and persistence practices, and apply strategies for succeeding in a diverse society.
- 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, including a recent trip to Iceland, and future trips planned to Scotland, Germany, and the Netherlands. 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, Battle Creek Pride, local ministries, schools, public service agencies, and others. Additionally, the College’s Service-Learning pairs students with those in need in our community. This occurs in the context of many college courses. All students completing a KCC degree are required to complete a service-learning experience and obtain an endorsement on their KCC transcript. 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. During the Summer of 2022, KCC participated in an articulation summit with Western Michigan University. Area stakeholders participated in the new KCC Transfer Advisory Board in Spring 2022 to encourage smooth transfer from KCC to bachelor-granting institutions. KCC plans to encourage ongoing conversations to foster relationships.

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's degree in the identified program of study. The College currently has MiTransfer pathways in Biology, Business, Communication, Criminal Justice, Exercise Science, Fine Arts, Mechanical Engineering, Psychology, and Social Work. MiTransfer Pathways have expanded to include four Workforce Pathways: Applied Business, General Applied Science, Healthcare, and Information Technology.

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 on this community.

BRUIN YOUTH PROGRAMMING

The Lifelong Learning department spearheads Bruin Youth Programming, which aims to connect local youth with higher education and career experiences. A standout feature of this programming is the Career Exploration Camps, organized in collaboration with various academic

departments at the College. These camps offer high school students a “day in the life” experience, allowing them to explore different career paths and engage in hands-on activities in fields such as nursing, emergency medical services, criminal justice, and skilled trades. Each summer, the department also offers classes and camps focused on science, technology, culture, theater, robotics, and the arts for elementary, middle, and high school students. Additionally, Lifelong Learning partners with community organizations like Western Michigan University for aviation camps, the Kingman Museum for science camps, Unity Theater Company for theater camps, and KCC athletic teams and coaches for sports camps. The Bruin Youth Program’s mission is to engage students with the College and broaden their educational horizons, particularly in 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 INITIATIVE

KCC is considered a mentor institution in its work 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, development of a math co-requisite model, and a guided self-placement process. Effective Fall 2023, KCC has replaced all stand-alone developmental courses with corequisite support for math, writing, and reading. 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. In January 2022, KCC launched a new Guided Pathway web page to host the updated Career and Transfer Areas of Study. Transfer studies include pathway maps for the Associate of Arts, the Associate of Science, and the Associate of General Studies, along with other transfer degree areas. In the summer of 2024, KCC’s Guided Pathways web page was recognized by leadership at the Michigan Community College Association. The presentation and ease of use of the pathway maps were noted. As a result, KCC was asked to have representatives from the college’s Guided Pathways committee present at the Student Success Summit in fall 2024. KCC is positioned to embrace the focus of “Guided Pathways 3.0” in 2025, with a focus on post-graduation outcomes.

MICHIGAN NEW JOBS TRAINING PROGRAM (MNJTP)

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

- Adult basic education and job-related instruction
- Developmental, readiness, and remedial education
- Vocational and skills assessment services and testing
- Subcontracted services with public universities and colleges in Michigan, private colleges, or universities, or any federal, state, or local department or agency
- Contracted professional services
- Training that happens at the company site, delivered by the employer's corporate trainers

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

- Cosmas - \$500,000
- Bowers Aluminum - \$50,000
- Motus - \$450,000

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

SKILLED TRADES ASSOCIATE IN APPLIED SCIENCE DEGREE

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

TRANSITIONAL STUDIES (DEVELOPMENTAL EDUCATION)

As a key component of the Guided Pathways work and in compliance with several state and/or federal guidelines, the College has eliminated stand-alone transitional courses. Transitional courses are designed to bring students who enroll unprepared for college-level work to the college level. To encourage accelerated learning, to increase student retention, and to increase timely student completion, the College is now working to design a Guided Self-Placement (GSP) model. Under the GSP model, students can be placed into gateway English and Mathematics courses based on high school GPA, or they may use the GSP process. The GSP process will enable students to work with academic advisors to determine appropriate coursework. Students will be provided guidelines which encourage informed decision making and allow the students to make choices regarding appropriate courses. The College implemented the Accelerated Learning Program (ALP) model for English in the Fall of 2018. This model allows students to benefit from taking a co-requisite support course while they take English Composition, promoting successful completion of English Composition. Co-requisite support courses have

also been developed for all entry-level college math courses. . As a component of GSP the College reviewed placement measures and offers placement by multiple measures. Effective Fall 2020, many recent high school graduates have been able to use their high school GPA to waive placement testing.

TECHNOLOGY-ENHANCED INSTRUCTION

KCC offers over 150 online courses (almost 600 course sections) each academic year. Through the leadership of the faculty, several online courses are added to the schedule each year. In Fall 2020, due to COVID-19 measures, KCC transitioned and offered approximately 75% of all course offerings online. This shift was supported by vital student services that mirrored existing face-to-face services, e.g., tutoring available in person and online. College facility renovation and additional equipment have also brought open computer labs to new locations in the community, permitting those without Internet access to use College facilities to participate in online courses. In addition to the application of technology to increase internet access, technology is available to enhance the quality of instruction. Classrooms are equipped with projection systems to provide visual reinforcement for the interactions within the classrooms. Faculty or student presentations can incorporate audio, video, and images from a variety of sources, including DVDs, the internet, computer files, documents, YouTube videos, and physical objects. While the College has been very proactive with ensuring classrooms are well-equipped with internet service, hardware, software, and work-based instructional equipment, it has recently become obvious that the classrooms need to be prepared to support individual devices, especially those used for test-taking so that students are able to finish a lengthy exam without the disruption of a failing battery.

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

D. ECONOMIC DEVELOPMENT IMPACT

In 2025, a comprehensive economic impact statement was completed by Lightcast, an economic data analysis firm, on KCC's behalf. This report describes 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.

In FY 2023-24, KCC added \$330.9 million in income to the KCC Service Area^{*} economy, a value approximately equal to 1.9% of the region's total gross regional product (GRP). Expressed in terms of jobs, KCC's impact supported 4,399 jobs. For perspective, the activities of KCC and its students support one out of every 40 jobs in the KCC Service Area.

Operations spending impact

- KCC employed 540 full-time and part-time faculty and staff. Payroll amounted to \$32.8 million, much of which was spent in the region on groceries, mortgage and rent payments, dining out, and other household expenses. The college spent another \$17.6 million on its expenses related to facilities, supplies, and professional services (excluding construction).
- The net impact of the college's operations spending added \$35.6 million in income to the regional economy in FY 2023-24.

Construction spending impact

- KCC invests in capital projects each year to maintain its facilities, create additional capacities, and meet its growing educational demands, generating a short-term infusion of spending and jobs in the regional economy.
- The net impact of KCC's construction spending in FY 2023-24 was \$631,800 in added income for the KCC Service Area.

Student spending impact

- Some in-region students, referred to as retained students, would have left the KCC Service Area for other educational opportunities if not for KCC. These retained students spent money on groceries, mortgage and rent payments, and other living expenses at regional businesses.
- The expenditures of retained students in FY 2023-24 added \$1.2 million in income to the KCC Service Area economy.

Alumni impact

- Over the years, students have studied at KCC and entered or re-entered the workforce with newly acquired knowledge and skills. Today, thousands of these former students are employed in the KCC Service Area.
- The net impact of KCC's former students currently employed in the regional workforce amounted to \$293.5 million in added income in FY 2023-24.

Student perspective

KCC's FY 2023-24 students paid a present value of \$18.3 million to cover the cost of tuition, fees, supplies, and interest on student loans. They also forwent a value of \$9.6 million in time and money had they been working instead of attending college. In return for their investment, students will receive a cumulative present value of \$111.2 million in increased earnings over their working lives. This translates to a return of \$4.00 in higher future earnings for every dollar students invest in their education. Students' average annual rate of return is 16.2%.

Taxpayer perspective

Taxpayers provided KCC with \$35.0 million of funding in FY 2023-24. In return, they will benefit from added tax revenue, stemming from students’ higher lifetime earnings and increased business output, amounting to \$40.9 million. A reduced demand for government-funded services in Michigan will add another \$4.0 million in benefits to taxpayers. Total taxpayer benefits amount to \$44.9 million, the present value sum of the added tax revenue and public sector savings. For every dollar of public money invested in KCC, taxpayers will receive \$1.30 in return over the course of students’ working lives. The average annual rate of return for taxpayers is 2.1%.

Social perspective

In FY 2023-24, Michigan invested \$67.2 million to support KCC. In turn, the Michigan economy will grow by \$483.0 million over the course of students’ working lives. Society will also benefit from \$12.0 million of public and private sector savings. For every dollar invested in KCC in FY 2023-24, people in Michigan will receive \$7.40 in return, for as long as KCC’s FY 2023-24 students remain active in the state workforce.

III. STAFFING AND ENROLLMENT

A. ENROLLMENT AND PROGRAM ACCESS

FULL AND PART-TIME ENROLLMENT

Listed below is a snapshot of the student enrollment for Summer 2024, Fall 2024, and Spring 2025. The program level represents the type of degree a student is seeking. Programs starting with a 1 are Certificate Programs. Programs starting with a 2 are Associate Degrees. Programs starting with a 3 are Transfer Programs, and programs starting with a 4 are Personal Interest, such as Guest Students, Customized Training, Dual Enrollment, etc.).

2024-25 Academic Year Enrollment				
Program Level	Level Description	Part-Time	Full-Time	Total
1	Certificate Programs	708	28	763
2	Associate Degrees	2307	252	2559
3	Transfer Programs	1250	291	1541
4	Personal Interest	3251	32	3283
	Total	7516	603	8119

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, fully online courses continue to be used to present lessons, provide tools for virtual classroom interaction, and administer assessments. Instructors encourage the use of the vast resources available on the internet for completing class assignments. 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

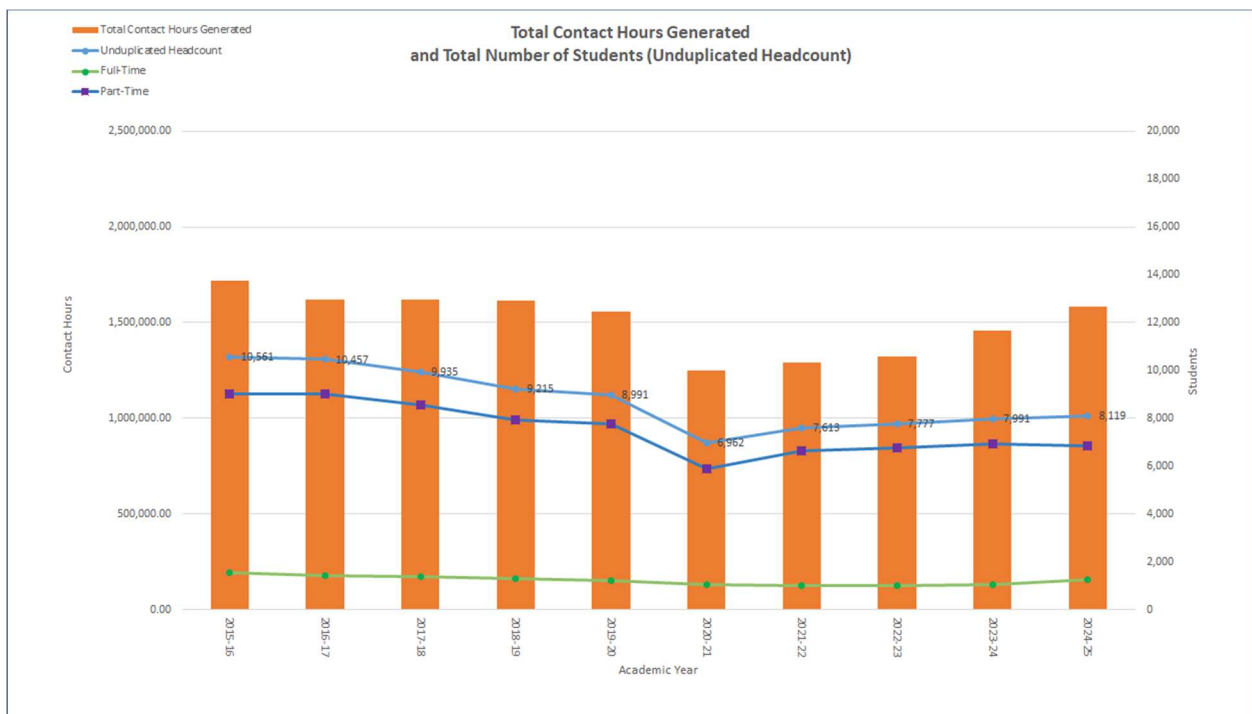
between 25 to 75 percent, depending on the course. Accelerated Learning Program courses pair transitional studies and college-level coursework to expedite student progression.

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.

B. PREVIOUS ENROLLMENT OVER THE PAST TEN YEARS

KCC’s headcount in full-time students began a decline through 2020-2021. Starting in 2021-2022, contact hours have started to increase as more students continue their education journey. KCC’s headcount in part-time students also declined through the 2020-2021 academic year. The following chart represents the enrollment pattern over the past ten years at KCC:



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 2023-24

	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 Personal Interest	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
KCC	623,034	43.80%	304,848	21.43%	120,089	8.44%	353,402	24.84%	10,615	0.75%	10,612	0.75%
State	31,941,982	55.18%	11,638,906	20.11%	4,659,609	8.05%	7,440,373	12.85%	1,191,718	2.06%	1,016,413	1.76%

The data show that KCC is near or above the statewide 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 24.84% as compared to the State average of 12.85%.

C. PROJECTED ENROLLMENT OVER THE NEXT FIVE YEARS

The College’s Enrollment Management Cabinet projects KCC’s overall for-credit enrollment for the next academic year. Those projections were completed in the Spring of 2025 and estimate an increase of approximately three percent in credit hours over the 2025-26 academic year. From there, the College estimates stable enrollment over the next four years.

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

D. CURRENT INSTRUCTIONAL AND SUPPORT STAFF

KCC prides itself on keeping faculty and staff committed to excellence with students as the top priority. As of Fall 2024, there are 88 full-time faculty and 5 non-instructional full-time faculty, 315 part-time faculty (for Fall 2024), 110 full-time administrators, 64 full-time and 11 part-time clerical and technical support staff, 6 maintenance personnel, 32 part-time temporary administrative and clerical employees, 25 coaching employees, and 30 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	0
Arts & Communications / Theatre	1
Arts & Communications / Vocal Music	1
Business	5
Computer-Aided Drafting	1
Computer Engineering / Networking	2

Counselors	2
Criminal Justice.....	1
Dental Hygiene.....	2
Early Childhood and Teacher Education	1
Emergency Medical Services.....	5
Integrative Learning.....	2
Graphic Arts	1
Human Services.....	1
Librarians.....	3
Mathematics / Science.....	15
Medical Assistant Program	1
Nurse Aide Trainer	2
Nursing.....	12
Office Information Systems	2
Physical Education & Wellness	1
Physical Therapist Assistant.....	2
Radiology Technology	1
Reading	1
Social Sciences	9
Trades.....	7
Total Full-Time Faculty	93*

*Total for *Employee Headcount* (Primarily Instruction) and *Faculty Headcount by Program* do not match. The *Employee Headcount* does not include librarians (3) and counselors (2), who are included in the overall *Faculty Headcount by Program* list.

PART-TIME FACULTY PER ACADEMIC PROGRAM

Allied Health.....	4
Arts & Communications	31
Aviation	2
Business	19
Computer-Aided Drafting	2
Computer Engineering/Networking.....	3
Criminal Justice	53
Clinical Assistant/Nursing	26
Dental Hygiene.....	6
Early Childhood and Teacher Education	4
Emergency Medical Services.....	29
Integrative Learning.....	4
Graphic Design	4
Human Services.....	0
Lifelong Learning.....	4
Mathematics / Science.....	19
MRI.....	0
Nursing.....	48
Nurse Aide Training.....	3
Physical Education	2
Social Science	17
Trades.....	22

Upward Bound	7
Workforce Solutions	6
Total Part-Time Faculty	315

E. PROJECTED STAFFING NEEDS

Projected staffing needs based on 5-year enrollment estimates and future programming are likely to grow slightly as we are seeing position growth within our grant proposals and growth to meet the needs of our students.

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 sizes to exceed 40. Courses that involve extensive writing assignments and developmental education courses typically have a class size of less than 25. It is not projected that class size will shift dramatically in the coming years.

IV. FACILITY ASSESSMENT

A. SUMMARY OF FACILITIES

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

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

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

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

Building	Age	Use Patterns	Assessment of General Condition
Binda Performing Arts Center	65 yrs	Performing Arts, Meeting Space	Excellent
C Classroom Building	60 yrs	Classrooms, Administrative Offices	Excellent
Eastern Academic Center	24 yrs	Technical Education, Classrooms, Administrative Offices	Excellent
Davidson Building	56 yrs	Classrooms, Administrative Offices	Excellent
Fehsenfeld Center	29 yrs	Classrooms, Administrative Offices	Adequate
Grahl Center	31 yrs	Classrooms, Administrative Offices	Adequate
Lane-Thomas Building	64 yrs	Classrooms, Administrative Offices	Excellent
Miller PE Building	7 yrs	Classrooms, Physical Education, Administrative Offices	Excellent
Learning Resource Center	65 yrs	Computer Lab, Library	Excellent
Ohm Information Technology Center	22 yrs	Computer Labs, Classrooms, Administrative Offices	Excellent
Regional Manufacturing Technology Center	36 yrs	Technical Education, Classrooms, Administrative Offices	Excellent
Roll Health & Administration Building	47 yrs	Allied Health, Classrooms, Administrative Offices	Adequate
Schwarz Science Building	66 yrs	Science Labs, Classrooms, Administrative Offices	Excellent
Severin Building	66yrs	Classrooms, Administrative Offices	Adequate
Student Center	65 yrs	Cafeteria, Kitchen, Student Space, Administrative Offices	Excellent
Whitmore Building	66 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 over the next 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:
 - Fire Protection
 - Plumbing
 - Electrical / Lights
 - Toilet room renovations
 - Painting walls and ceilings
 - Renovate glass skylight structure

- ix. SEVERIN BUILDING**
 - Interior Renovations:
 - General Trades –
 - Fire Protection
 - Plumbing
 - Update HVAC controls and 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
 - Security Camera Updates

- x. WHITMORE BUILDING**
 - Interior Renovations:
 - General Trades
 - Fire Protection
 - Plumbing

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

xi. MISCELLANEOUS

- Building connector:
 - Replace 25 HW/CH fan coil units
- Physical plant:
 - Replace modular boilers – *50% completed*
 - Rebuild chillers and cooling tower – *66% - completed chiller rebuilds*
- Campus site infrastructure:
 - Sidewalks
 - Campus beautification, wells, signage, and miscellaneous

Major Campus Improvements

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

- 2001 Renovation of the Emory W. Morris Learning Resource Center (LRC)
- 2001 Partial Renovation of the Miller PE Building
- 2002 Expansion and renovation of the Regional Manufacturing Technology Center (RMTC)
- 2002 New Eastern Academic Center (EAC) in Albion
- 2003 New Ohm Information Technology Center (OITC) and enclosed walkway on campus
- 2004 New maintenance building and entrance drive expansion
- 2005 Renovation of the Joe Schwarz Center
- 2005 Renovation of the Whitmore Center
- 2005 Renovation of the Classroom A Building (now the “Severin Building”)
- 2005 Renovation of the Lyle C. Roll Building
- 2006 Renovation of the Davidson Visual & Performing Arts Center offices
- 2009 Renovation of the Classroom C Building
- 2009 Renovation of the entrance stairs
- 2010 Expansion of student parking by the Miller Building
- 2010 Renovation of the RMTC welding lab
- 2011 Partial renovation of the EAC to meet K-12 building fire codes
- 2012 Renovation and addition of the Lane-Thomas Building
- 2012 New welding lab at the Hastings Area High School (now called “RMTC North”)
- 2013 Renovation of the Student Services building and cafeteria (now called “Bruin Bistro”)
- 2013 Addition to the EAC
- 2014 Renovation of the Binda Performing Arts Center
- 2015 Renovation of the Davidson Visual & Performing Arts Center
- 2016 Addition to the RMTC
- 2017 Demolition and construction of new Miller Physical Education Building
- 2018 All Campus and Regional Centers Restrooms
- 2018 Mini-renovation of the LRC

- 2018 Renovation of the RMTC
- 2020 Renovation of EAC Classrooms
- 2021 Renovation of the Dental Clinic in the Lyle C. Roll Building
- 2021 Renovation of the Schwarz Science Building
- 2024 Grahl Center HVAC/Fire Alarm/Ceiling updates
- 2024 Fehsenfeld Center HVAC/Fire Alarm updates
- 2024 Campus Wide Security Camera Replacement
- 2025 Renovation of the Severin classrooms, office addition, and existing office renovation

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

Learning Resource Center – 2000

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

Covered Walkway – 2002

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

Ohm Information Technology Center – 2003

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

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

Phase II Landscaping – 2003

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

Boiler House – 2003

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

Davidson Building Addition: Music Center – 2003

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

Utility Building – 2003

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

Whitmore Building – 2004

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

Lyle C. Roll Building – 2005

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

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

Additional Parking on Circle Drive – 2005

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

Severin Building Renovation and Bridge to C Building – 2005

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

Davidson Visual & Performing Arts Center Office Renovation – 2005

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

Front Steps Renovation and Accessibility 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 essential 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 Affairs division.

Eastern Academic Center Addition – 2013

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

Binda Performing Arts Center Renovation – 2014

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

Davidson Building Renovation – 2015

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

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

RMTC Addition – 2016

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

Miller Physical Education Building Construction – 2018

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

Campus and Regional Centers Restroom Renovations – 2018

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

Learning Resource Center Upgrade – 2018

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

RMTC Renovation – 2018

Approved for Capital Outlay funding in 2016 and completed in 2019, the RMTC renovation significantly prolonged the lifespan of the existing building and site by addressing key deficiencies in the building’s envelope (re-roofing and new insulation) and infrastructure

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

Physical Plant – 2019

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

EAC Classroom Renovations – 2020

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

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

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

Schwarz Science Building Renovation – 2003 & 2021

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

Other Campus Improvements

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

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

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

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

2019	Severin Building	Renovated Early Childhood Education lab (SB209) to meet accreditation requirement
2019	Roll Building	Roof replacement
2019	Roll Building	Renovated Nursing Program tiered lecture hall (R210) to address ADA issues and usability
2019	Lane-Thomas Building	Two new offices
2019	Lane-Thomas Building	Refurbished EMS ambulance
2019	Parking Lot H	Resurfaced and relined to address safety issues
2019	Main Campus	Northside Gateway enhancement
2021	Circle Drive	Resurfacing
2021	Main Campus	LED lighting throughout campus
2021	Miller PE Building	Boiler replacements
2021	Main Campus	Server room A/C replacement
2021	Main Campus	Reflecting Pools restoration
2022	Main Campus	Parking Lot E and J Resurfacing
2022	Fehsenfeld Center	Roof Replacement
2022	Grahl Center	Roof Replacement
2022	Main Campus	HR Conference Room converted to office space
2022	Main Campus	Former PIM space (R302) converted to conference space
2023	Main Campus	Roll building sidewalk replacement
2023	Main Campus	Roll lecture hall roof replacement
2023	RMTC	Welding Lab Air Quality Improvements
2023	Main Campus	Chiller Rebuild and energy improvements
2023	Main Campus	Tennis court conversion to pickleball
2024	Main Campus	Replacement Furniture for CAD Lab
2024	Main Campus	Counselor office remodel
2024	Main Campus	Severin Card access addition
2024	Main Campus	Print and Document Service Equipment Replacement
2025	EAC	New CAD Lab
2025	Main Campus	Binda Orchestra Pit cover replacement
2025	Main Campus	New Firewall/Firewall consolidation
2025	Main Campus	Science Honors Lounge

B. BUILDING AND CLASSROOM UTILIZATION RATES

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

SPACE UTILIZATION AVERAGE: SPRING SEMESTER 1/16/24 - 5/6/24										
BUILDING	PEAK (10am-3pm)		OFF PEAK (8am-10am)		OFF PEAK (3pm-5pm)		EVENING (5pm-10pm)		WEEKEND	
	% utilized	% of capacity	% utilized	% of capacity	% utilized	% of capacity	% utilized	% of capacity	% utilized	% of capacity
Binda Theater:	15.00%	0.00%	14.25%	0.00%	17.00%	0.00%	33.50%	0.00%	20.02%	0.00%
C Classroom Building:	15.20%	10.06%	13.88%	10.45%	5.72%	.85%	5.45%	4.05%	1.88%	0.00%
Davidson Building:	12.48%	9.71%	17.54%	18.52%	5.13%	5.92%	13.57%	14.06%	3.76%	0.00%
EAC:	16.22%	16.14%	6.50%	25.42%	1.94%	25.42%	0.00%	0.00%	0.00%	0.00%
Fehsenfeld Center:	12.73%	19.15%	9.50%	6.67%	8.05%	26.17%	11.63%	24.81%	0.00%	0.00%
Grahl Center:	12.00%	22.73%	17.50%	42.89%	8.31%	24.11%	13.42%	28.47%	1.69%	32.50%
LRC:	11.29%	7.58%	16.64%	12.44%	6.97%	2.40%	1.10%	0.00%	1.88%	0.00%
Lane-Thomas Building:	23.04%	31.10%	29.13%	25.31%	11.49%	27.390%	8.95%	17.62%	3.65%	18.25%
Miller PE Building:	22.43%	19.93%	28.33%	26.35%	40.00%	.38%	12.27%	13.39%	0.00%	0.00%
Ohm Information Technology Center:	21.52%	15.70%	17.68%	8.77%	11.69%	12.36%	9.73%	14.96%	.94%	0.00%
Roll Building:	29.25%	29.81%	29.04%	34.58%	19.19%	29.14%	5.92%	8.61%	1.88%	0.00%
RMTC:	13.98%	5.10%	13.96%	3.76%	10.48%	.93%	.60%	0.00%	1.30%	0.00%
Schwarz Science Building:	29.35%	34.17%	27.63%	41.71%	16.44%	19.65%	5.57%	15.14%	1.88%	0.00%
Severin Building:	23.20%	17.12%	15.67%	26.85%	5.25%	1.75%	3.79%	2.71%	2.73%	5.47%

C. FACILITY STANDARDS

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

D. FUNCTIONALITY OF EXISTING BUILDINGS

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

E. REPLACEMENT VALUE OF EXISTING BUILDINGS

The current insured replacement value of all College facilities and contents is approximately \$196,000,000.

F. UTILITY SYSTEM CONDITION

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

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

Building	Facility Age	Utility System Condition
Binda Performing Arts Center	65 yrs	Excellent
C Classroom Building	60 yrs	Excellent
Eastern Academic Center	24 yrs	Excellent
Davidson Visual & Performing Arts Center	56 yrs	Excellent
Fehsenfeld Center	27 yrs	Excellent
Grahl Center	31 yrs	Excellent
Lane-Thomas Building	64 yrs	Excellent
Miller PE Building	7 yrs	Excellent
Learning Resource Center	65 yrs	Excellent
Ohm Information Technology Center	22 yrs	Excellent
Regional Manufacturing Technology Center	36 yrs	Excellent
Roll Health & Administration Building	47 yrs	Adequate
Schwarz Science Building	66 yrs	Excellent
Severin Building	66 yrs	Adequate
Student Center	65 yrs	Excellent
Whitmore Building	66 yrs	Adequate

G. FACILITY INFRASTRUCTURE CONDITION

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

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

With the improvements recommended under the 21st Century Initiative and under this five-year plan, the existing facilities and infrastructure will be prepared to serve the 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 a College-wide energy management plan. Energy audits of all institutional facilities have been completed. The major goals of the plan are as follows:

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

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

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

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

In 2017-2019, the RMTC was renovated by way of the State of Michigan Capital Outlay funding in order to repurpose and reset for technical training needed for the next 25 years. In 2018, the Miller Physical Education Building was demolished and reconstructed because it was unable to be renovated with the 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, the State Building Authority State of Michigan, and Kellogg Community College.

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



SCOPE OF PROJECT

- **Address Infrastructure and Functional Issues:** The project will tackle outdated infrastructure, including fully renovating and modernizing the electrical and water treatment systems. Additionally, it will improve airflow and temperature control and address the need for more natural light throughout.
- **Modernize and Refresh the Building:** A key focus is updating the building's finishes with durable, high-quality materials to create a more modern and inviting atmosphere. This includes replacing furniture, particularly in classrooms and offices, to meet ADA standards and improve ergonomic function.
- **Enhance the Student Experience:** The project aims to improve the overall student experience by creating a more welcoming and comfortable environment. This includes providing more natural light, improving classroom acoustics, adding electrical outlets, modernizing elevators and creating student lounge and study spaces for collaborative learning with amenities like refrigerators, sinks and microwaves.
- **Improve Program Functionality:** The renovations will focus on improving the functionality of specific student programs housed in the Roll Building:
 - **Dental Clinic:** Enhancements will focus on improving the waiting area, wayfinding and signage.
 - **Nursing:** Plans include creating a dedicated “Nursing Hub” with study and collaboration spaces, improving natural light in offices, and potentially relocating the CNA program within the building to free up space for Nursing expansion.
 - **Allied Health (PTA and Radiography):** Goals include creating a more inviting and easy-to-navigate space, potentially consolidating the Allied Health programs on the first and second floors, and addressing specific needs for each program, such as additional lab space for Radiography and updated equipment for PTA.
- **Promote Community Engagement:** The College envisions the renovated Roll Building as a welcoming space for the community, with a focus on creating a sense of pride in the building. This includes improving the north entry appearance to enhance the community

and visitor experience, potentially adding a large community gathering room, and activating the corridor and courtyard for student gatherings. The current configuration of the building lacks community spaces.

The project aims to be respectful of taxpayer dollars and create a building that meets the needs of the College and community for the foreseeable future.

The building areas and extent of renovation planned for the project include three broad levels of work:

- **Refresh:** consisting of updated finishes and replacement of existing finish materials that have outlived their functional life (carpet, paint, ceilings, etc.).
- **Renovation:** consisting of extensive renovation and reconfiguration of program spaces within the existing building (replacement of built-in items like casework and storage, relocation of select walls, doors, openings between spaces, etc.).
- **Addition:** the creation of new functional square footage by adding onto the building and also by capturing space within the existing building envelope that is not currently utilized for occupant use or the student programs currently being taught in the building.

The scope of work for the project, by building floor level by square foot, broken down by the levels of work described above, is:

Refresh:

1st floor: 3,745
2nd floor: 6,808
3rd floor: 9,845
4th floor: 6,800

Renovation:

1st floor: 236
2nd floor: 7,155
3rd floor: 4,405
4th floor: 4,826

Addition:

1st floor: 840
2nd floor: 1,125
3rd floor: N/A
4th floor: 1,170

PROGRAM FOCUS OF OCCUPANTS

The classroom program focus of this building is training for health science. This includes Nursing, Dental Hygiene, Certified Nurse Assistant, Radiography, Physical Therapy Assistant, and Medical Assisting.

ADDITIONAL INFORMATION

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

The need for nurses in Michigan is critical. In November 2023, MLive reported 8,500 open hospital positions for nurses. KCC’s Nursing program is approved to admit up to 280 students per year. Currently, the College admits up to 104 in the fall and 104 in the spring, which leaves 72 approved seats unfilled. Filling the additional seats would help to increase the number of students in the pipeline to fill nursing positions. Instructional space is a key factor that prevents KCC from admitting students to the program capacity. Increasing and upgrading our instructional spaces provides a mechanism for providing simulated clinical experiences. To further increase the number of nurses in the healthcare pipeline, KCC has partnered with Western Michigan University (WMU) to facilitate the transfer of graduates from the ADN program at KCC into the BSN program at WMU. A grant from the State of Michigan provided funds for upgrades to simulation equipment; updating our facilities will allow even more efficient use of the equipment. As the program expands to meet capacity, additional faculty will be needed, and those faculty will also need office space.

KCC launched a part-time Nights and Weekends Nursing program in the fall of 2023. This program has proved extremely popular, drawing students from across the state. Expansion of this program is a priority as KCC strives to meet the needs of our students and our health care partners.

Other Health Science programs, such as Dental Hygiene, Certified Nurse Assistant, Radiography, Physical Therapy Assistant, and Medical Assisting, will also benefit from upgraded or additional space as they seek to increase enrollment and/or improve the student experience by providing instruction that mimics real-world situations.

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

The project supports and leverages taxpayer dollars by providing up-to-date instructional spaces for students in health care programs. Students who attend KCC benefit from simulation experiences that are as close as possible to what they will experience in the workplace. The College’s health science programs work together to provide integrated simulations that involve multiple disciplines so students can experience and understand the healthcare environment. One local hospital has been so impressed with KCC’s simulation instruction that it is working with the College to send employees back to KCC to gain additional training through simulation.

This project is key to increasing the number of Nursing graduates. Currently, KCC admits 208 nursing students each year. With expanded and upgraded space, the College could admit up to 280, yielding an increase of over 25% more students in KCC’s program.

A couple of examples highlight the contribution of KCC’s health care programs:

- KCC’s Nursing program boasts NCLEX pass rates of 95.87% for LPN and 91.3% for RN. Nearly 100% of KCC graduates who pass the NCLEX are employed in the region within the first few months after graduation. Local hospitals employ KCC students regularly and work with the program to provide clinical sites for our students (Bronson, Oaklawn, Borgess, Sparrow Eaton, Corewell Health, etc.)

- The Certified Nurse Assistant (CNA) program cites a 90% pass rate. CNA students are in high demand. Acute care facilities in our region sponsor students in KCC's CNA program to meet their hiring needs; nursing homes frequently request that KCC offer CNA courses to increase the number of certified aides in their workforce. KCC is the regional testing site for the state certification exam.
- The pass rate for the KCC students on the National Board Dental Hygiene Exam is 100%. All students who graduate are employed within the first year after graduation.

Describe how the project will address, incorporate, or enhance the efforts, policies, or goals to grow and expand opportunities for enrollment for the academic programs within the scope of the project or as a component of your institution and campus at large?

Expansion of the facilities and programs allows for greater flexibility in course offerings and scheduling. Increased flexibility will eliminate barriers for students who have conflicts due to work and family. The majority of KCC's students are part-time students who work. Increasing the capacity of our simulations and labs will give students in health programs more choices for how to complete required clinical experiences. A College goal, which aligns with federal and state Perkins Funding performance indicators, is to increase the number of students in nontraditional fields. We believe that having options such as night and weekend programming, online programming, and more face-to-face options during the day will aid in achieving that goal. In addition, the proposed project will add space that will encourage students to stay on campus longer to engage with faculty and other students; research shows that students who engage with others at the college are more likely to be retained and to complete their degrees. To that end, KCC strives to create spaces in which students and faculty can gather both formally and informally.

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

Yes.

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

Rather than expend additional dollars to construct a new building in order to meet greater demand and resolve the issues of an aging building, the College is taking the current footprint and adapting it to modern technology, learning environments, lab spaces, and efficiency standards. The majority of this building is used for health sciences classroom and lab instruction. Therefore, the most logical route to support investment in the existing facility is to reset the building's lifecycle.

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

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

- The expansion of the existing card key system to facilitate quick-reaction electronic lockdown of the facility.
- Updating the building's aged fire alarm system

In addition, the two elevators that service the building need to be modernized to meet current code and safety standards.

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

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

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

This project is sustainable because the College is renovating an existing facility rather than tearing down and rebuilding. The College will also incorporate its standard portfolio of sustainable principles, including occupancy sensors, HVAC, and lighting controls. Also included in this project is the replacement of windows with energy-efficient windows. All measures are expected to result in an overall cost savings to the institution and lead to efficiencies in the form of collaboration between departments.

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

Yes, match resources will be available as KCC voters approved a capital improvement millage in November 2012 for 15 years that will support the project. KCC also has the ability to leverage grant, General Fund, and Maintenance and Replacement Fund dollars to support the project .

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

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

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

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

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

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

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

If this project is not authorized, students will not have the benefit of an up-to-date learning environment and will have to endure declining classroom conditions. The College will continue to have reliability issues with elevators, creating access challenges for students with disabilities or accessibility barriers. Instructors will continue to have subpar instructional equipment. Energy

savings will not be realized, and aging equipment will still need replacement, while potential failures could lead to lost instruction time.

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

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

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

B. IMPACT OF DEFERRED MAINTENANCE

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

C. STATUS OF CURRENT STATE-FUNDED PROJECTS

KCC has no current State-funded projects.

D. RATE OF RETURN

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

- Energy savings from more energy-efficient HVAC controls – the cost of recurring, long-term maintenance
- Energy savings from modernizing room occupancy systems

E. ALTERNATES TO NEW INFRASTRUCTURE

Consideration has been made to incorporate the most current technology in the facilities being 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. More than 150 online courses (almost 600 course sections) are offered each academic year, which is a combination of preserving the campus and being available to the student in as many ways as possible.

F. MAINTENANCE SCHEDULE FOR MAJOR MAINTENANCE ITEMS

KCC has no maintenance items in excess of \$1,000,000 for FY 2024-2028.

G. BUDGETED NON-ROUTINE MAINTENANCE

KCC assigns a small percentage of discretionary funds for non-routine maintenance if amounts exceed the contingency fund.