Criterion 5. Institutional Effectiveness, Resources, and Planning - The institution's resources, structures, processes, and planning are sufficient to fulfill its mission, improve the quality of its education offerings, and respond to future challenges and opportunities.

5A – Through its administrative structures and collaborative processes, the institution's leadership demonstrates that it is effective and enables the institution to fulfill its mission.

- 1. Shared governance at the institution engages its internal constituencies—including its governing board, administration, faculty, staff, and students—through planning, policies, and procedures.

5.A.1. LCC's governance structure and commitment to shared governance is effective and enables the College to fulfill its mission. As shown in the organizational chart for the President's Office, the Board of Trustees hires the President and delegates to them the responsibility for running the College. The Board exercises its authority through direct communication with the President, establishing College Policy, approving and monitoring the budget, and approving and monitoring the mission and strategic plans. The President directly oversees the Provost, Senior Vice President of Business Operations, Chief Financial Officer, Chief Diversity Officer, and Associate Vice President for External Affairs & Development. The Executive Leadership Team includes those individuals plus the College's Deans, Chief Information Officer, and the Executive Directors of Administrative Services, Human Resources, and Center for Data Science. When an area of the College considers making organizational changes, LCC has a standard operating procedure and an HR presentation describing that process.

Shared governance occurs in numerous ways across the College. The Provost Cabinet consists of the Provost, the three Academic Deans, the Deans of Student Affairs and of Community Education and Workforce Development, and Executive Director of the Center for Data Science. The President of the Academic Senate attends Provost Cabinet at least once a semester. The Academic Senate (see 2.C.5. and 5.A.3.) provides a voice for faculty and students with regard primarily to academic matters, but also regarding a broader range of College issues - for example, the senate's Budget Committee reviews Innovation Awards, which were funded by the Board, and has encouraged a more active role for academic programs in the budget process by emphasizing a more intentional connection between Program Operating Plans (POPs) and divisional budget processes. The value of connecting POPs to the budget was the subject of a Professional Activity Day presentation in May 2021. The President of the Academic Senate serves as Chair of the Academic Procedure Advisory Committee, which oversees many of the standard operating procedures which implement Board Policy. The Student and Academic Affairs Leadership Team (SAALT) meets on a monthly basis to provide academic and

administrative leadership by identifying and implementing initiatives which ensure quality instruction and student success.

In addition, there are multiple committees open to participation from all employees, offering an opportunity to develop leadership capabilities. Perhaps foremost among these are the Strategic Plan Workgroups. When the current Strategic Plan was developed, each focus area had a workgroup comprised of volunteers from across the College. These workgroups identified specific projects, and helped to craft project charters. Then, additional groups of volunteers were assigned to serve on the teams developing and implementing those projects. With 22 individual projects, a varied group of over 150 personnel from across the College (administrators, faculty, and staff) combined their efforts to guide our strategic plan efforts. In addition, some institutional committees, such as the Academic Senate and the senate's Student Advisory Committee, also welcome student representation.

To facilitate shared governance, LCC maintains a variety of key communications processes. The Board of Trustees, in accordance with Michigan's Open Meetings Act, allows limited public comment on agenda items near the beginning of each Board meeting and general public comment near the end of each Board meeting. Likewise, the Academic Senate allows for public comment near the end of each meeting. The President communicates with the entire College community and the public through reports at each Board meeting, a monthly President's Report posted on his website, Pop-Up With the Prez events at various locations and times, and more.

The College's internal communications include a weekly employee newsletter called The Star, which includes updates and announcements regarding college events and business, summaries of Board of Trustees and Academic Senate meetings, employee recognition, and the "Comings and Goings" of new and departing employees. The Star also links to news reports regarding LCC. A weekly operations email provides updates on important college business typically related to payroll, Human Resources, purchasing, and other administrative functions. The operations email is also utilized as needed to disseminate information when timely communication is warranted. The college utilizes digital signage around campus, the learning management system, and the myLCC internal website to communicate information to all employees and students. The Lookout is an independent, student publication that communicates LCC events, sports, student activities, and other topics impacting students. Printed copies of the publication are available in multiple locations across all LCC campuses, and it is available online.

Internal communication was a source of concern when LCC conducted our Survey of Employee Engagement in 2014 and 2017. At the time of our climate survey in 2021, we had seen significant improvement thanks to hiring an internal communications coordinator and implementing an internal communications plan. Despite this improvement, internal communication remained an area of some concern (overall results were good, see **5.A.2.**, so the concern was relative). Thus, one of our strategic plan projects was the Comprehensive Communication Project, as shared above.

- 2. The institution's administration uses data to reach informed decisions in the best interests of the institution and its constituents.

5.A.2. LCC is committed to making informed decisions based on evidence, and the Board of Trustees Governance Policies make several references to the President's duty to provide the Board with monitoring data necessary for them to fulfill their duties. LCC relies on our Center for Data Science (CDS), which supports College operations through the analysis, interpretation, and effective presentation of data for both internal and external use. CDS offers a variety of services in support of student success including student learning assessment, data collection and analysis, grant support, and survey design and development. An essential function overseen by CDS is the Data Governance Committee, which strives to ensure effective management of the College's data resources with the goals of crossing over departmental or divisional borders, providing an avenue for collaboration, ensuring accurate and reliable data, and providing a central location for key data resources. This committee includes members from across LCC, including CDS, Executive Leadership Team, Academic Affairs, Financial Services, Human Resources, and Student Affairs.

CDS also supports the Institutional Student Data Dashboard, a quick-reference tool, available to all faculty and staff, for answering general questions about our student body and how well they are performing. This dashboard provides metrics that can be disaggregated by key demographic and institutional variables. Upon accessing the dashboard, four modules are available: Student Enrollment, Graduates, Student Success, and Persistence and Retention. Example report: student success rate in the Child Development program for Fall 2023.

CDS follows a formal procedure when receiving requests for information that contains personally identifiable information (PII), and maintains a log of authorized personnel that includes the details of the individual's request for PII.

An important source of data which informs the best interests of the institution and its constituents, including with regard to shared governance, is our Survey of Employee Engagement in 2021. Our overall score was positive, and improved significantly compared to the previous score (382 vs. 363; compared to the "desirable" goal of being above 350). Adding to the positive results, 53% of LCC employees are "highly engaged" or "engaged," compared to a national average of only 30%! LCC's two strongest constructs were "workplace" and "supervision," indicating a highly positive environment for combining efforts for the good of the College, our students, and the community.

- 3. The institution's administration ensures that faculty and, when appropriate, staff and students are involved in setting academic requirements, policy, and processes through effective collaborative structures.

5.A.3. As described in **2.C.5.**, the Provost is supported by the Academic Senate, which provides faculty input and advice to the administration concerning issues of educational philosophy and academic policy and procedures. Representation on the senate includes faculty (at least 75%), administrators, and students. The senate plays an active role in both the routine academic affairs of the college (e.g., curriculum and assessment) and in addressing major issues that arise and affect the academic programs at LCC (e.g., strategic initiatives). There are six standing committees of the Academic Senate that serve as advisory groups to the Academic Senate and Provost, including the Curriculum Committee, Committee for Assessing Student Learning, and the Student Advisory Committee – the latter committee providing a voice for students in addition to the two student senators. Each committee serves to ensure the maintenance of high academic standards and consistency across the College. The Academic Senate is identified under Article IX – Participation in Governance of the MAHE contract; said article also includes Program/Department Curriculum, which indicates the role of the faculty, as experts in their disciplines, in curriculum oversight.

The President of the Academic Senate also serves as Chair of the Academic Procedure Advisory Committee (APAC), a cross-divisional team charged with reviewing SOPs that impact teaching and learning on campus, to ensure relevancy, efficiency, and alignment with Board policy and HLC Criteria for Accreditation.

5B – The institution's resource base supports its educational offerings and its plans for maintaining and strengthening their quality in the future.

- • 1. The institution has qualified and trained operational staff and infrastructure sufficient to support its operations wherever and however programs are delivered.

5.B.1. The Human Resources Department (HR) at LCC is committed to serving and recognizing the value and contribution of each individual in the LCC community, and all recruiting and hiring is centralized within HR. There is a standardized hiring process, which begins with the development of a job description that ensures the individual hired has the requisite skills, abilities, and qualifications for the position. HR reviews and approves all job descriptions, and position requests are reviewed by the Vacancy Management Review Team (VMRT), which consists of the President, Provost, Senior VP of Business Operations, Chief Financial Officer, Chief Diversity Officer, and Executive Director of HR. VMRT reviews budgetary support, organization structure, and strategic plan alignment before authorizing new hires (Request for Position Approval form). Each hiring committee also has an Inclusion Advocate to ensure the search is conducted in a fair and equitable manner. Details regarding the qualifications of faculty and student support personnel were provided in **3.C.3.** and **3.C.7.**, and similar attention to detail is paid to all positions as HR strives to help the College achieve continued excellence. LCC monitors its vacancy factor, as one indication of whether the College has sufficient personnel to fulfill our mission.

As noted in **2.A.2.**, all new employees receive a comprehensive orientation, and HR supports mandatory annual refresher training on essential topics such as LCC Board Policy, FERPA 101, One Voice – Title IX at LCC, CSI-LCC – Computer Security Information for LCC Employees, Violence Free Campus & Workplace, and Diversity, Inclusion, and Belonging. As noted in **3.C.5.** and **3.C.7.**, LCC provides continued training and professional development for faculty and student support personnel, as is the case for employees throughout the College, with educational resources including free tuition for eligible employees (and their family members) to take courses at LCC and tuition discounts to pursue a bachelor's or master's degree at Sienna Heights University.

As evidence that HR has achieved a cohesive and effective workforce, 83% of LCC employees agree that "My work group cooperates to get the job done," 77% agree that "Our institution is known for the quality of work we provide," and 89% agree that "I have a clear understanding about my work responsibilities."

Subcomponent **3.D.4.** provides an overview of LCC's physical and technological infrastructure as they pertain to teaching and learning, which is the primary function of the College. The primary documentation of infrastructure can be found in the Five-Year Capital Outlay Plan, which includes the Information Technology Strategic Plan/Master Plan. With annual updates required by the State of Michigan, the Five-Year Capital Outlay Plan includes a facilities assessment and an implementation plan for making improvements to LCC's facilities. The facilities assessment includes structural and maintenance needs, utilities costs, availability and utilization of classrooms and computer labs, and an analysis of fiscal resource needs.

The majority of LCC's 25 major buildings are located on the Main Campus. The largest additional location is West Campus – a 290,536 square foot facility, opened in 2004, that houses the Technical Careers Division offices and most of their programs, including classrooms and specialized labs/shops. The decision to invest in the construction of West Campus was intentional, as it was determined that new construction designed for the Technical Careers Division's program had significant advantages over renovating an existing structure. As noted in our recent Multi-Location Visit Institutional Report, LCC takes this deliberate approach when considering all aspects of additional locations and the programs offered at those sites.

LCC utilizes standard agreements for arrangements between the College and clinical training providers, unless the clinical site requires their own template (e.g., Sparrow Health System, Munson Healthcare, and McLaren Healthcare Corporation). In all agreements, the LCC seeks to include the responsibilities and obligations of the facility, students, and LCC, and to address patient care, the refusal/termination of a student, insurance, non-discrimination, indemnification, confidentiality, and any other necessary terms of the agreement.

The Information Technology Services Division (ITS) is responsible for the College's overall technology infrastructure. Their Master Plan is directly tied to the Strategic Plan, with technology security and multifactor authentication being priorities. ITS also has a Technology Replacement Plan, which calls for regularly replacing computers and AV systems throughout the College, including all additional locations. In addition, ITS staff work with academic programs regularly to understand current and future needs, particularly in anticipation of the annual budget cycle.

- 2. The goals incorporated into the mission and any related statements are realistic in light of the institution's organization, resources, and opportunities.

5.B.2. LCC's goals are outlined in our strategic plan, reflecting key aspects of our mission. The goals are clearly realistic within the College's organization, resources, and opportunities, given they are a continuation of the previous strategic plan with one added focus area – diversity, equity, and inclusion. Rather than considering the previous strategic plan as completed, the College decided to refresh and continue the plan. Each focus area presents an overriding goal, and is delineated by strategic objectives, key performance indicators (KPIs), and specific projects. The development of the "new" strategic plan involved inviting all employees, students, and community members to multiple planning sessions in February 2021. Employee volunteers were then recruited to serve on workgroups connected to each focus area. These workgroups distilled the many ideas gathered during the planning sessions into specific projects, and then worked with the Center for Data Science to develop measurable KPIs. In addition, information from the employee climate survey (HESEE) and the Board of Trustees' End Statements helped to shape the final strategic plan. Finally, LCC's budget process ensures available resources are allocated in alignment with the strategic plan and institutional goals.

- 3. The institution has a well-developed process in place for budgeting and for monitoring its finances.

5.B.3. LCC has an award-winning (Annual Comprehensive Financial Report and Popular Annual Financial Statement) annual budget process which utilizes the LCC Strategic Plan as the guiding principle for all budget prioritization decisions. The Executive Leadership Team (ELT) is actively involved in the budget planning process, and they are responsible for ensuring all program, department, division, and location needs are represented in the budget. Final budget decisions, including all savings recommendations, labor change requests, and services & supplies reallocation requests are made by the President, Provost, Senior Vice President of Business Operations, Chief Financial Officer, and Executive Director of Human Resources. The proposed budget is then presented to the Board of Trustees by the Chief Financial Officer (see below).

LCC has an ongoing Budget and Financial Review Cycle, with each annual budget beginning with the previous budget as a baseline and then informing the upcoming budget, and a two-year financial forecast being presented to the Board of Trustees each February. Within this cycle, the Board bylaws require the adoption of an annual budget on or before June 30th, with the fiscal year beginning on July 1st. The Board bylaws also require that "The Administration shall operate within approved budget allotments and policy restrictions; no allotment shall be deemed a mandate to spend. The Board must first approve any expenditure in excess of an approved budgetary limit. At the fiscal year-end, the Board shall return the balance of credits in the operating budget to the general fund for reappropriation."

Each January, the Chief Financial Officer and members of the Financial Services Division hold open, collegewide meetings to provide a financial briefing and to launch the budget development process. The 2024 financial briefing highlighted revenue sources, trends in state appropriations and property taxes, tuition rates, headcounts and billable hours, and general fund expenses, with key measures compared to comparable community colleges in Michigan. The budget development presentation highlighted the alignment of budget prioritization with the strategic plan, the Budget and Financial Review Cycle, the budget development process overall, specific budgetary processes for labor and supplies & services, a timeline, and various resources. Among those resources are contacts on the Financial Planning, Analysis, and Review (FPAR) team, who provide assistance to ELT members overseeing major portions of the College's budget.

Between January and May, several key events occur, including savings recommendations, reallocation requests, and labor change requests. Academic programs participate in the annual budget process through the development of their Program Operating Plans, which include requests for needs such as faculty positions, funds for adjunct faculty to participate in program meetings and curriculum development, professional development funds, and specialized equipment. Enrollment projections are reviewed to help determine the budget needed for adjunct faculty pay across the College. Collegewide capital equipment requests and collegewide professional development requests are reviewed. In January/February the Board approves course fees, and in March the Board approves tuition rates. Other factors include facilities maintenance and renovation, technology infrastructure needs, and auxiliary/designated/plant funds. In addition to assistance from the FPAR team, Financial Services provides an LCC Expense Account Dictionary.

Once the proposed budget is finalized, the Board holds a <mark>public budget workshop meeting</mark>, during which the President and Chief Financial Officer present the proposed budget to the Board. This workshop provides an opportunity for Trustees to review budget items and address any questions or concerns prior to holding a formal vote. In addition, the Board holds a <mark>public hearing on the budget proposal</mark>, immediately preceding the regular Board meeting. Finally, at the regular Board meeting in June, the Board approves the <mark>new annual budget</mark>.

The public hearing noted above is by no means inconsequential. As noted in the <mark>narrative preceding the adoption</mark> of the FY2024 Budget, last minute information became available to the College. Briefly, estimates of tax revenues were higher than expected, whereas state appropriations and tuition revenues were reduced slightly. Combined, there was an estimated increase in revenues of $303K. The President and Chief Financial Officer agreed to modify the proposed budget by increasing tuition and fee scholarships by $100K, increasing physical plant improvements by $100K, increasing technology infrastructure by $100K, and increasing the contingency fund by $3K.

As noted in **2.A.2.**, LCC monitors its budget processes and finances in several ways. The Chief Financial Officer is responsible for implementing the Board's <mark>Financial Oversight and Monitoring</mark> policy, and must abide by the <mark>Audit</mark> policy, among others. The Financial Oversight and Monitoring policy establishes the Board's required monthly financial reporting, including statement of net position; statement of investments; statement of revenues, expenses, and changes in net position; general fund operating revenues, expenses and transfers – adopted budget and actual; detail operating expenses: adopted budget and actual expenses – comparison by division and by account; and capital projects. Consequently, the Board receives <mark>monthly financial statements</mark> with key line items highlighted, such as revenue from state appropriations, property taxes, and tuition, and expenses that are significantly ahead of or behind the previous budget year's pace. For each line item that is deviating from the previous year's pace, there is an explanation as to why this is occurring. For example, budgetary line items sometimes deviate from the previous year's pace due to position vacancies. Trustees routinely ask questions about this monthly report, in accordance with their duty to maintain fiscal responsibility, as well as when vacancies in key College areas are of particular concern to the Board. The ELT reviews the budget quarterly, both monitoring spending and looking for potential savings. The Board's Audit Committee also receives reports when any area of the College has failed to follow any financial policy, particularly the <mark>Purchasing</mark> policy. The College's most recent audit was unmodified (clean), and presented to the Board, at a public meeting, within the <mark>Annual Comprehensive Financial Report</mark>. A representative of the independent auditor attended the Board meeting and addressed questions from the Board. Overall, the College's fiscal responsibility has resulted in maintaining a <mark>Standard & Poor's AA/Stable</mark> long-term credit rating.

To promote resource management and fiscal responsibility, the College monitors its Composite Financial Index (CFI) as a Key Performance Indicator of LCC's overall financial health. This ensures the College is operating within its means, as well as strategically managing expenses and long-term debt. When the current Strategic Plan was established in 2021 it included a goal to <mark>raise the CFI above 2.0</mark>. Consequently, from 2021→2024 the CFI for LCC has been 1.36, 3.75, 2.96, and currently stands at 2.76.

LCC also ensures that all necessary financial information is publicly available, on our ==Public Transparency Information== webpage.

- 4. The institution's fiscal allocations ensure that its educational purposes are achieved.

5.B.4. Throughout both the budget process and strategic planning, LCC ensures that its fiscal allocations allow the College to serve its educational purposes. The College's ==strategic plan== is the driving force for resource prioritization decisions, including professional staffing, facilities, and fiduciary needs. These decisions are driven by planning and oversight processes that are developed collaboratively by all appropriate stakeholders and reviewed and monitored closely at the executive level. The ELT is actively involved in planning and monitoring the budget, processes, and budget requests require justification for how they will advance the college's strategic goals. At each stage of the budget allocation process, all parties evaluate the impact on the college mission and strategic goal attainment. A few years ago, the College changed the reallocation of resources procedure to allow for the reallocation of funds across divisions. This process change helped support the funding of unanticipated strategic projects. Further, it has increased collaboration in the sharing of resources. Overall, these processes are intentionally designed to accomplish objectivity in ensuring that student success and educational goals are at the forefront of LCC's fiscal allocations.

The College's ==Five-Year Capital Outlay Plan== also addresses essential issues that influence budget planning and fiscal allocations, including ==instructional programming==, ==unique programming== related to our mission, ==enrollment projections==, and ==staffing needs==, as well as the ==facilities assessment==. In addition, there is an ==implementation plan== which identifies major project requests and the ==Information Technology Strategic Plan/Master Plan==.

It is important to note that student success is a strong theme throughout the strategic plan. Focus Area 1 is clear: ==Engaged Learning and Student Success==. However, other areas of the strategic plan also address student success within their strategic objectives. Focus Area 2 – ==Leadership, Culture, and Communication== – addresses increased professional development for all LCC employees, which will enhance the quality of instruction and student support services. Focus Area 3 – ==Diversity, Equity, and Inclusion== – promotes global cultural awareness and support for individuals with disabilities. Focus Area 4 – ==Community Engagement== – focuses on regional high schools for both dual credit programming and encouraging students from local schools to attend LCC. Focus Area 5 – ==Competitiveness and Innovation== – encourages developing content delivery options to improve success rates and reduce time to completion of a credential. Finally, Focus Area 6 – ==Resource Management and Fiscal Responsibility== – calls for the optimization of physical resources, including the completion of the ==Academic Master Plan== and the Campus Master Plan (currently in development, as noted in **3.D.4.**). Thus, all areas of the strategic include something that supports the educational purpose of LCC.

The College assesses the effectiveness of resource management processes by monitoring progress on operational plans, such as capital outlay, deferred maintenance, and technology needs. Project completion is an indication of successful attainment of defined goals. Additionally, the employee climate survey and student satisfaction inventories provide insight into the level of satisfaction in

the management of resources across campus. For example, 78% of employees say they have adequate resources and equipment, 77% agree LCC uses the latest technologies for communication, 87% agree that technology support is available, and 90% agree we are adequately addressing cybersecurity issues. Likewise, 76% of our students indicated that we provide the support they need to be successful at LCC, and two of our institutional strengths are that "the campus is safe and secure for all students" and "I am able to experience intellectual growth here."

The Board of Trustees also makes special allocations of funds available as unique situations arise. As noted in **5.A.1.,** the Board recently provided $500,000 for the development of innovative academic programs and, as noted in **3.B.4.**, in 2017 the Board provided $500,000 for the development of Open Educational Resources. The former program is still active, and the latter program has been institutionalized in our Center for Teaching Excellence.

5C – The institution engages in systematic and integrated planning and improvement.

LCC takes an intentional approach to strategic planning, with the Board of Trustees End Statements and our Equity Action Plan guiding the development of the Strategic Plan, and the Strategic Plan then guiding all further strategic planning, with another key component being the Academic Master Plan. The college maintains an Internal Strategic Directions webpage, with the Strategic Plan, the Academic Master Plan, progress update reports for the Board (2022 and 2023), and a variety of other resources, including information from the series of Friday afternoon meetings in February/March 2021 when LCC employees worked together to help develop the current strategic plan. The site also acknowledges the members of the various Strategic Plan Project Teams.

As noted in **5.B.2.**, the current Strategic Plan is a continuation of the previous plan, with the addition of a focus area on diversity, equity, and inclusion. Nonetheless, the development of the plan involved inviting employees, students, and community members to multiple planning sessions. The College then established workgroups to distill the many ideas gathered during the planning sessions into specific projects. This process ensured that a wide variety of stakeholder priorities were taken into consideration. Regarding follow-up, see below (**5.C.6.**).

At present, LCC is actively developing its next strategic plan. Having retained the services of Schunk Moreland Strategies, the College is again following a comprehensive strategic planning process. This process involves seven phases: environmental scan, envisioning session (with LCC leadership), thought leader sessions (with influential community leaders), strategic input sessions (with Board feedback), synthesizing strategic input, strategy mapping sessions, and then plan vetting and finalization. Throughout this process, the College has kept the Board informed and involved, as well as all employees of the College. For example, prior to the public Board session on strategic planning, the Board participated in a Values Feedback exercise. In addition, an Executive Summary of Themes was prepared. Within the update prepared for the Board, was an overview of milestone accomplishments, including:

- An environmental scan
- SWOT sessions with 125+ employees
- 10 Thought leader interviews
- Public survey kept open for 30+ days
- 189 SWOT surveys (including 63 community members and 7 community leaders)

While developing the new Strategic Plan, LCC has also been developing a new Campus Master Plan in parallel, led by consultants from Colliers Engineering & Design and JMZ Architects & Planners, and with significant input from employees and from students and the community, as noted in **3.D.4.** Indeed, over 1,000 employees and students participated in the Campus Master Plan survey events held at LCC. The new Campus Master Plan will help LCC adapt campus locations to meet the changing needs of our students and community. It may also inform the College on projects needing capital outlay request, acquiring or selling real estate, and prioritizing areas needing renovations. The development of the Campus Master Plan intentionally followed the writing of the new Academic Master Plan, which identified academic needs for unique physical space priorities in each of the major divisions (Arts and Sciences,

Health and Human Services, Technical Careers, Student Affairs, and Community Education & Workforce Development).

- 1. The institution allocates its resources in alignment with its mission and priorities, including, as applicable, its comprehensive research enterprise, associated institutes, and affiliated centers.
- 2. The institution links its processes for assessment of student learning, evaluation of operations, planning, and budgeting.

5.C.1./5.C.2. LCC's mission statement clearly identifies providing high-quality education as our priority, and our budget process aligns our resources with that mission. As noted in **5.B.3.**, academic programs contribute to the development of each annual budget through their Program Operating Plans, which include needs for faculty, curriculum development and assessment, professional development, and specialized equipment. Likewise, the program review process includes a review of assessment procedures and student success metrics. A review of the budget shows that the largest line items are for the Arts and Sciences Division (line 4), our largest academic division, and full-time faculty salaries (line 19), demonstrating that our resource allocations give primacy to educational pursuits.

As noted in **5.B.4.**, LCC ensures that its strategic planning and budget process lead to allocations which support the College's educational priorities. Student success is a theme that can be found in each focus area of the Strategic Plan, and all budget requests are tied to the Strategic Plan. These allocation decisions are conducted collaboratively, involving all appropriate stakeholders, and overseen by members of the Executive Leadership Team. Although each budget must technically be annual, the Academic Master Plan, Five Year Capital Outlay Plan, and Information Technology Strategic Plan/Master Plan are all multi-year plans, ensuring continuity and requiring advanced planning. Internal satisfaction is measured with climate surveys of employees and students, and all activities are reported to and reviewed by the Board of Trustees. Overall, these processes ensure that all stakeholders have input into resource allocations on an annual basis, while the Board and executive level administrators maintain a long-term perspective on the success of LCC and or students.

- 3. The planning process encompasses the institution as a whole and considers the perspectives of internal and external constituent groups.

5.C.3. As noted above, the development of the Strategic Plan is intended to be fully inclusive of both internal and external constituent groups. Multiple opportunities are provided for input, and even outside of the formal process there are opportunities throughout the year for constituents to express their concerns or desires to both the Board of Trustees and the Academic Senate via public comment. As also noted, the teams formed to fulfill strategic planning projects include employees from across the College. In addition, climate surveys of both employees and students provide LCC with additional information on how constituents view the College and its performance in fulfilling its mission. Additional input from key external constituents is provided by local business and industry professionals who serve on Academic Advisory Committees and who offer apprenticeships and work-based learning opportunities for our students.

LCC has an External Affairs and Development division, which was created to cultivate key relationships within our community and beyond, including federal, state, and local governments. This division oversees and implements legislative and regulatory relationships with Congress, the Michigan Legislature, and others, in support of appropriate legislation as it applies to public proposals and appropriations. For example, this division prepared the LCC Federal Agenda 2024-2025, which was reviewed by the Board of Trustees in November 2023, prior to being shared with elected officials and agency representatives during the Association of Community College Trustees Legislative Summit in Washington D.C., in February 2024 (the Federal Agenda was reviewed in **1.B.3.**). Related to these efforts, LCC maintains important relationships with our local school districts in support of dual credit partnerships. As noted in **5.C.6.**, one of our Strategic Plan projects is developing a new K-12 Strategic Plan, and substantial progress has been made (early presentation and a preliminary executive summary).

Students are provided with an array of opportunities to express their views and concerns regarding LCC. As noted in **3.D.1.**, we have surveyed students with both the Community College Survey of Student Engagement (CCSSE) and the Ruffalo Noel Levitz survey of Student Satisfaction and Priorities. Two students serve as full members of the Academic Senate. Recently, the Academic Senate hosted open forums for students, with food, and approximately 200 students provided input on topics such as food on campus, fostering a sense of community among students at LCC, preferred course modalities, whether cameras should be required in online-real-time (ORT) courses, campus safety, and barriers to student success. The Academic Senate President provided a debrief of these forums at the following Academic Senate meeting. In addition, LCC's President Robinson hosts Pop Up with the Prez events at various times and locations, providing students with an opportunity to speak with him personally. Students also have the opportunity, and have taken advantage of it, to make public comments at both Academic Senate and Board of Trustees meetings.

One of the three primary goals which President Robinson set for LCC in 2024 is a "strong focus on enrollment management…," with a collegewide emphasis on cross-functionality, urgency, and removing barriers. To this end, the President established an Enrollment Management Taskforce to address essential issues. To ensure that a variety of voices were heard: an open call went out for volunteers, multiple feedback sessions were held for all employees, and an online form that can be filled out any time was created. The President provides monthly updates (examples from March and April), covering items such as the establishment of subcommittees, sharing the results of feedback sessions, and identifying barriers. As the important work of this taskforce continues, many employees, whether directly or indirectly, have the opportunity to continue contributing ideas.

- 4. The institution plans on the basis of a sound understanding of its current capacity, including fluctuations in the institution's sources of revenue and enrollment.

5.C.4. As noted throughout **5.B.**, the College endeavors to ensure that proposed budgets will be reasonably accurate, and maintains a contingency fund of 1% of the fiscal year's General Fund for unanticipated expenses ($1.3M for FY2024). In anticipation of proposing a new budget, and before presenting the two-year financial forecast to the Board, the Chief Financial Officer and members of the Financial Services Division carefully consider multiple factors pertaining to

projections of revenue and enrollment. This includes monitoring U.S. Census data for our region, which has revealed a declining population (i.e., there are likely fewer students available). LCC takes a conservative approach in preparing its budget, considering fluctuations in factors such as state appropriations, real estate values/tax income, enrollment, and tuition rates. As noted in **5.B.3.**, this has helped the College to improve and stabilize its Composite Financial Index, which continues to be a focus of our Strategic Plan.

- • 5. Institutional planning anticipates evolving external factors, such as technology advancements, demographic shifts, globalization, the economy, and state support.

5.C.5. As noted above, LCC tries to anticipate evolving external factors in a variety of ways. The College reviews demographic data in an effort to project enrollments. The two-year budget forecast considers both property tax fluctuations and takes into consideration budget proposals as they arise in the Michigan Legislature, and how they differ from House to Senate to the Governor's Office. Having local business and industry leaders on Academic Advisory Committees provides access to their expertise and awareness of evolving factors in their particular business or industry. Likewise, when our students participate in apprenticeships, those students become a source of valuable information.

In another vein, the College does what it can to shape changes and priorities, such as when we present LCC's Federal Agenda to elected officials and agency representatives at the national level. Similar relationships are maintained with local and state government officials.

LCC provides substantial support for professional development, ensuring that it is directed, as appropriate, to individual divisions, departments, and programs (as part of the overall budget process). There is also a collegewide professional development fund that is reserved for unanticipated needs for professional development, or for unique training or conference opportunities. LCC's proposed budget for travel, training, and conferences for fiscal year 2024 is $1,528,800 (having rebounded from the pandemic years; budget line item 31).

LCC also engages the services of outside consulting firms as appropriate. For example, as noted above, Schunk Moreland Strategies has been coordinating our current strategic planning process, and Colliers Engineering and JMZ Architects & Planners are coordinating the development of our new Campus Master Plan. Of particular note, LCC has retained Baker Tilly US on a number of occasions to conduct internal audits. These were thorough and detailed evaluations, which addressed both strengths and concerns as necessary. However, to cite a few examples of identified strengths:

- • Institutional Data Review – 2019 – Strengths identified as defining a role and mission for the Center for Data Science, creating a Data Governance Committee, documenting data governance priorities, members of CDS participating in local industry groups, and presenting documentation to support the creation of data reports.
- • Global Program Assessment – 2020 – Strengths identified as Curriculum and Technical Review Team, experienced Senior Instructional Coordinators, transferability of programs, coordination with the City of Lansing for community needs, and detailed policies and procedures.

- Student Experience, Success, and Retention Review – 2021 – Strengths identified as numerous resources to support student success, Blackboard Ally's integration into D2L to support online course content accessibility, Early Alert process leading to proactive success communication, inclusion of student success resources with the First-Year Experience course, and Academic Advising's flexibility to meet student demand.
- Hiring Process Follow-Up – 2022 – Strengths identified as effectiveness of HR liaisons, and the responsiveness of HR.

As with many colleges, LCC is still addressing, and attempting to come to consensus, on how the use of artificial intelligence (AI) impacts academic settings. At a recent Academic Senate meeting, the AI Workgroup presented a draft set of AI Guidelines for the College. LCC's AI Workgroup brings together personnel from across the College, including members of two Academic Senate standing committees: Technology Across the Curriculum and the Committee for Assessing Student Learning. In addition, LCC hosted AI and the Student Experience, a daylong session on AI prepared by the Michigan Community College Association. LCC continues to work on addressing the influence of AI in our courses and across the College.

- 6. The institution implements its plans to systematically improve its operations and student outcomes.

5.C.6. The successful implementation of any strategic plan requires focused, intentional, and achievable efforts. During an Executive Leadership Team retreat, the Executive Director of the Center for Data Science presented Strategic Alignment and Project Charters to help facilitate focused project planning. The purpose of this training was to help administrators recognize or develop effective project charters that can accomplish their intended purpose. Briefly, this process begins with identifying a specific strategic goal that has a measurable Key Performance Indicator. Then, specific objectives are identified which will help to achieve that goal. Finally, specific projects are developed which will help to accomplish an objective. In the end, the individual projects should serve as the means to accomplishing the ends of achieving the objectives and goal. This approach has been used for some time, and similar instruction was given to the teams which developed the project charters for our current Strategic Plan.

As noted above, the Board of Trustees has received annual progress reports on efforts to accomplish the projects developed to fulfill the strategic objectives of the Strategic Plan. The 2023 Progress Report indicates that numerous projects are either completed or nearing completion. It should be noted that some projects are more involved, and others required preliminary work to be completed and, therefore, did not begin immediately. In addition, incomplete projects continue at this time, with target completion dates in 2024. Highlights of the 2023 Progress Report include:

Engaged Learning and Student Success:

- Curriculum Inclusivity Program – 100% Complete

Leadership, Culture, and Communication:

- College Systems Training Program – 90% Complete
- Non-Academic Program Review – 70% Complete
- Comprehensive Communication Plan – 100% Complete
- Alternate Employee Satisfaction Survey Tool – 100% Complete

Community Engagement:

- K-12 Strategic Plan – 95% Complete
- Education and Communication Plan – 80% Complete

Competitiveness and Innovation:

- Program Innovation Exchange (PIE) Team – 100% Complete
- Alternative Delivery Methods – 65% Complete

Resource Management and Fiscal Responsibility:

- Academic Master Plan (AMP) – 100% Complete
- Strategic Employment Plan – 80% Complete

Diversity, Equity, and Inclusion:

- DEI Orientation Workshops – 75% Complete
- Equity Leaders for Inclusion (ELI) – 75% Complete

As noted in **3.D.4.**, an information technology security priority is the implementation of multifactor authentication. At this time, multifactor authentication has been implemented for employees of the College. In the near future it will implemented for students. In addition to providing general IT security for students, it should also enhance academic integrity by helping to ensure that students are the only ones engaging with their D2L course sites for online tasks and/or distance education.

Criterion 5 – Summary

LCC's governance structure ensures effectiveness, shared governance, and the ability of the College to fulfill its mission. The Board of Trustees delegates running the College to the President, but they maintain shared governance by setting policy and strategic direction and then reviewing data on the success of the College and its students, as well as allowing any member of the College community to provide feedback through public comment. The President typically works through the Executive Leadership Team, whereas the Provost guides academic matters through the Provost Cabinet and with input from the faculty-led Academic Senate. All employees have opportunities to participate in strategic plan workgroups, thereby contributing to the College's success. With support from the Center for Data Science, the College endeavors to have appropriate evidence in hand when making decisions.

The College's resource base is supported by an effective budget process, which is tied to strategic planning, and which ensures that funds are appropriately allocated in support of LCC's educational mission. LCC has qualified and well-trained staff throughout the College, and HR's hiring and professional development processes ensures these levels of excellence are maintained. Whether on the main campus or at additional locations, all personnel and programs are regarded with equal attention. LCC's budget processes and financial reporting have won numerous awards, and the College has raised its CFI over the past several years and sustained the higher level. Related to this, the Board and executive leadership carefully monitor finances. Academic programs have direct input regarding the development of the budget, and reallocation of funds in discussed in a collaborative manner across divisions.

LCC engages in systematic, strategic planning on an ongoing basis, and uses this planning for the purpose of fulfilling its mission and improving its ability to do so. As the current Strategic Plan comes to an end, projects are being completed and the Board is kept informed of that progress. Current development of a new Strategic Plan is well under way. Subsidiary reports are at various stages of development. For example, the Academic Master Plan is complete, the Campus Master Plan is progressing, and a new K-12 Strategic Plan is nearly complete. Each of these plans builds on experience and looks to the future, and a wide variety of internal and external constituents have contributed to their development.