

AGENDA

Board of Trustees Meeting
December 13, 2004
5:00 p.m.

Regular Meeting

- I. Call to Order by Chairperson
- II. Roll Call by Secretary to the Board
- III. Additions/Deletions to the Agenda
- IV. Limited Public Comment Regarding Agenda Items
- V. Chairperson and Board Member Reports
 - A. Chairperson Laverty
 1. Board Development Session – Policy Governance Process
 2. President's Contract
 3. Workforce Development Board
 4. Other
 - B. Board Member Reports
 1. Trustee Canady – Japan Adventure Program Recognition
 2. Trustee Rasmusson – Audit Committee
 3. Trustee Murray – Foundation Update
- VI. President's Report
 - A. Informational Items
 1. College Spotlight – Learning & Leading Collaborative
 2. Human Resources – New Hires, Leaves and Sabbaticals
 3. Budget Update
 4. St. Johns – Expanded Service Area
 5. Legislative Tribute
 6. Entrepreneurial Studies Program
 - B. Action Items
 1. Approval of Minutes - November 15, 2004 Regular Meeting
November 17, 2004 Strategic Planning
Work Session
 2. Annual Results Inventory Report – Financial Responsibility

VII. Closed Session*

VIII. Public Comment

IX. Adjournment

**Motion to accept.*



BOARD OF TRUSTEES PLANNING CALENDAR

*New items are in **BOLD***

December 2004

- Fri., Dec. 10 Dance Open House – Showcase of LCC Dance Classes
GVT 3900-3950 – 6:00 to 8:00 p.m.
Admission: Free
- Dec. 10-11 “The Tempest” 2nd Semester Shakespeare Studio Theatre
Old Central 232 – 8:00 p.m.
Admission: Free
- Sun., Dec. 12 *Sounds of the Season* (featuring the LCC Concert Choir & Women’s
Chorus)
Plymouth Congregational Church – 4:00 p.m.
Admission: Free
- Mon., Dec. 13 Regular Board of Trustees Meeting
HCC Board Room – 6:00 p.m.
- Mon., Dec. 13** Board Appreciation Dinner
22nd Floor of Michigan National Tower (Boji Tower)
6:30 p.m.
- Fri., Dec. 17** Nursing Program Graduation – Fall Class 2004
Dart Auditorium – 2:00 to 4:00 p.m.
- Dec. 17-18 “Stags and Hens” 1st Semester Contemporary Realism Studio Theatre
Old Central 232 – 8:00 p.m.
Admission: Free
- Sat., Dec. 18 Stage Combat Open House
Dart Auditorium: 11 a.m. to 12 p.m.

January 2005

- Tues., Jan. 18 Regular Board of Trustees Meeting
HCC Board Room – 6:00 p.m.
- Jan. 28-29 MCCA Board of Directors Winter-In Service Workshop
Monroe Community College
Monroe, Michigan

February 2005

- Feb. 13-16 AACC & ACCT National Legislative Seminar*
J. W. Marriott Hotel
Washington, DC

(As of 12/08/04)

*Please call 483-9739 for tickets or reservations no later than one week prior to event.

Mon., Feb. 21 Regular Board of Trustees Meeting
HCC Board Room – 6:00 p.m.

March 2005

Mon., Mar. 21 Regular Board of Trustees Meeting
HCC Board Room – 6:00 p.m.

April 2005

Apr. 2-5 Association of Governing Boards (AGB) National Conference on
Trusteeship*
Sheraton San Diego Hotel and Marina
San Diego, CA

Mon., Apr. 18 Regular Board of Trustees Meeting
HCC Board Room – 6:00 p.m.

Apr. 22-23 MCCA Board of Directors Meeting
Lake Michigan College
Benton Harbor, Michigan

May 2005

Fri., May 13 LCC Graduation
Jack Breslin Student Events Center
7:00 p.m.

Mon., May 16 Regular Board of Trustees Meeting
HCC Board Room – 6:00 p.m.

LANSING COMMUNITY COLLEGE BOARD OF TRUSTEES GOVERNANCE POLICIES

- ENDS
- EXECUTIVE LIMITATIONS
- GOVERNANCE PROCESS
- BOARD - PRESIDENT RELATIONSHIP

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REVISED September 10, 2004

REVISED September 17, 2004

REVISED December 6, 2004

Deleted: Reviewed November 94
Accepted January 95
Adopted June 12; Revised November
20, May 20, 1995
Revised June 17, 1996
Revised February 17, June 16, 1997,
November 17, 1997
Revised February 16, 1998, March 16,
1998, September 21, 1998
Revised March 15, 1999, May 17, 1999,
August 31, 1999, February 21, 2000, June
13, 2000

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POLICY TITLE: *MISSION, VISION, MOTTO*

MISSION

Lansing Community College exists so that the people it serves have learning and enrichment opportunities to improve their quality of life and standard of living

Deleted: Lansing Community College exists so that all people have educational and enrichment opportunities to improve their quality of life and standard of living.

VISION

Serving the learning needs of a changing community

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MOTTO

Where success begins

POLICY TITLE: *QUALITY OF EDUCATION*

Students will succeed at accomplishing their own goals, including readiness for higher education.

Students will be employable.

Students will become responsible citizens capable, upon graduation, of demonstrating competency in the following areas:

1. Literacy - reading, writing, speaking, computational.
2. Understanding of governance, political institutions, government policy.
3. Technological/computer literacy.
4. Critical/analytical reasoning skills.
5. Cooperative problem-solving and team skills.

MONITORING:

METHODS:

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Monitoring due: March, 2000¶
Revised: May 17, 1999¶

POLICY TITLE: *COMMUNITY IMPACT*

As a result of the work of Lansing Community College:

1. The college will be a visible and recognized contributor to area and regional problem solving.
2. Area businesses training and worker preparation needs are satisfied.
3. Vibrant cultural opportunities will be present in the community.
4. LCC will be a model for community organizations attempting to build their adaptive capacity to stay on the cutting edge.

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METHODS:

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DATE(S):

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POLICY TITLE: GENERAL EXECUTIVE CONSTRAINT

The President shall not cause or allow any practice, activity, decision or organizational circumstance which is either imprudent or in violation of commonly accepted business and professional ethics, state or federal law, monitoring agency requirements, or Board policy.

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Deleted: 1. Dealings with all persons shall not be inhumane, unfair or undignified, or illegal. ¶
 . . . (Reference: Policy 201)¶

¶

2. Budgeting for any fiscal period or the remaining part of any fiscal period shall not deviate materially from Board Ends priorities, risk fiscal jeopardy or fail to show a generally acceptable level of foresight. (Reference: Policy 202)¶

¶

3. With respect to the actual, ongoing condition of the organization's financial health, the President may not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in Ends policies. (Reference: Policy 203)¶

¶

4. Assets may not be unprotected, inadequately maintained or unnecessarily risked. ¶
 . . . (Reference: Policy 204)¶

¶

5. Compensation and benefits for staff shall not deviate materially from market. ¶
 . . . (Reference: Policy 205)¶

¶

6. Information and advice to the Board will have no significant gaps in either timeliness, completeness or accuracy. (Reference: Policy 206)¶

¶

7. No fewer than two other executives will be informed of Presidential and Board issues and processes. The names of the two executives will be communicated to the board each July.

POLICY TITLE: *STAFF TREATMENT*

With respect to treatment of all staff, the President may not cause or allow conditions which are inhumane, unsafe, unfair or undignified, as defined by state or federal law, and Board and college policies and contracts.

Accordingly, the President may not:

1. Operate without personnel procedures which clarify personnel rules for staff, provide for effective handling of grievances, and protect against wrongful conditions.
2. ~~Discriminate against any staff member for expressing dissent in an ethical manner.~~
3. Prevent staff from grieving to the Board when (A) internal grievance procedures have been exhausted and (B) the employee alleges either (i) that Board policy has been violated to his or her detriment or (ii) that Board policy does not adequately protect his or her human rights.
4. Fail to acquaint staff with their rights under this policy.
5. Unlawfully discriminate on the basis of race, color, sex, age, religion, national origin, disability, handicap, pregnancy, marital status, height, weight, citizenship or sexual orientation.
6. Accordingly the President may not fail to make reasonable effort to create a labor management environment of open and honest communication in order to provide a trusting, cooperative, and collaborative relationship.

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Monitoring Due: Continuously¶
Revised: June 17, 1996; February 17, 1997; March 16, 1998¶

POLICY TITLE: *BUDGETING*

Budgeting for any fiscal year or the remaining part of any fiscal period shall not deviate materially from Board *Ends* priorities, risk fiscal jeopardy nor fail to show a generally acceptable level of foresight.

Accordingly, the President may not cause or allow budgeting which:

1. Contains too little information to enable credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
2. Plans the expenditure in any fiscal year of more funds than are conservatively projected to be received.
3. Allows the general operating fund balance to fall below a reasonable level, with a goal of one-twelfth of the college's operating budget.
4. Endangers the fiscal soundness of future years or ignores the building of organizational capability sufficient to achieve ends in future years.
5. May not fail to be derived from a multiple year long range administrative plan.

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POLICY TITLE: FINANCIAL CONDITION

With respect to the actual, ongoing condition of the organization's financial health, the President may not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in Ends policies.

Accordingly, the President may not:

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1. Expend more funds than have been received in the fiscal year to date unless the debt guideline (below) is met.
2. Indebt the organization in an amount greater than can be repaid by certain, otherwise unencumbered revenues within 60 days.
3. Use any Long Term Reserves.
4. Conduct inter-fund shifting in amounts greater than can be restored to a condition of discrete fund balances by certain, otherwise unencumbered revenues by the end of the fiscal year.
5. Allow cash to drop below the amount needed to settle payroll and debts in a timely manner.
6. Allow tax payments or other government-ordered payments or filings to be overdue or not filed.
7. Allow financial condition to neglect long-range financial requirements.

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FREQUENCY: Annually

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Revised: December 15, 1997¶

POLICY TITLE: ASSET PROTECTION

The President may not allow assets to be unprotected, inadequately maintained or unnecessarily risked.

Accordingly, the President may not:

1. Fail to insure against theft and casualty losses to at least 80 percent replacement value and against liability losses to Board members, staff or the organization itself in an amount greater than the average for comparable organizations.
2. Allow unbonded personnel access to material amounts of funds.
3. Subject plant and equipment to improper wear and tear or insufficient maintenance.
4. Unnecessarily expose the organization, its Board or staff to claims of liability.
5. Make any purchase: (a) wherein normally prudent protection has not been given against conflict of interest; (b) where an administrative procedure for purchasing has not been established, which includes consideration for protected groups, as defined by applicable statutes.
6. Fail to protect intellectual property, information and files from loss or significant damage.
7. Receive, process or disburse funds under controls which are insufficient to meet the Board-appointed auditor's standards.
8. Invest or hold operating capital in insecure instruments, including uninsured checking accounts and bonds of less than AA rating, or in non-interest bearing accounts except where necessary to facilitate ease in operational transactions.
9. Acquire, encumber or dispose of real property.
10. Endanger the organization's public image or credibility, particularly in ways that would hinder its accomplishment of mission.
11. Fail to subject all contracts for goods and services to a periodic cycle of review for quality and cost, including an assessment of the market through a formalized bid process.

12. Award a contract or purchase order in excess of \$100,000. In cases where delaying a purchase for Board decision until the next regularly scheduled Board meeting or until a special meeting is called would result in an undue expense or in cases of an emergency, ["emergency" defined as: an unforeseen combination of circumstances resulting in a state that calls for immediate action; a sudden crisis requiring action; an unexpected and sudden event that must be dealt with urgently], the President will inform the Board Chairperson or his/her alternate of the need to proceed with a purchase and request his/her approval. A special meeting of the Board will be called if reasonably possible. If a

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special meeting cannot be scheduled, because of the urgency of the situation, every effort will be made to contact all Board members to seek their input prior to final approval being given by the Board Chair or his/her alternate. Members of the Board shall be notified of the final disposition of the purchase and its approval immediately.

Deleted: in case of an emergency or during . . . the months of July and August of the need . . . to proceed with a purchase and receive his/her support and the Board shall be notified . . . of the purchase immediately. ¶
Monitoring due: December, 99¶
Revised: March 15, 1999; August 31, 1999¶

=====Section Break (Next Page)=====

MONITORING:

METHODS:

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POLICY TITLE: COMPENSATION AND BENEFITS

With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the President may not cause or allow jeopardy to fiscal integrity or public image.

Accordingly, the President may not:

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- 1. Change his or her own compensation and benefits.
- 2. Promise or imply permanent or guaranteed employment.
- 3. Establish current compensation and benefits which:
 - A. Deviate materially from the geographic or professional market for the skills employed.
 - B. Create obligations over a longer term than revenues can be safely projected, or create obligations without regard to loss of revenue.
- 4. Establish or change pension benefits so the pension provisions:
 - A. Cause unfunded liabilities to occur or in any way commit the organization to benefits which incur unpredictable future costs.
 - B. Provide less than some basic level of benefits to all full time employees.
 - C. Allow any employee to lose benefits already accrued from any foregoing plan.
 - D. Treat the President differently from other comparable key employees.

E. Violate state or federal law.

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F. Are instituted without prior monitoring of these provisions.

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5. Fail to allow work for renovation and construction bids for projects which exceed \$30,000 be subject to prevailing wage unless otherwise prohibited by law.

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POLICY TITLE: COMMUNICATION AND COUNSEL TO THE BOARD

With respect to providing information and counsel to the Board, the President may not permit the Board to be uninformed about matters related to the Board and critical college issues. Accordingly, the President may not:

1. Provide information and advice to the Board that has significant gaps in either timeliness, completeness or accuracy.
2. Let the Board be unaware of relevant trends, anticipated adverse media coverage, material external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established.
- ~~3.~~ Fail to marshal for the Board as many staff and external points of view, issues and options as needed for fully informed Board choices.
4. Present information in unnecessarily complex or lengthy form.
5. Fail to provide a mechanism for official Board, officer or committee communications.
6. Fail to deal with the Board as a whole except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the Board.
7. Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the Board.
- ~~8.~~ Neglect to submit monitoring data required by Board policy.

Deleted: 3. Fail to advise the Board if, in the President's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Staff Relationship, particularly in the case of Board behavior which is detrimental to the work relationship between the Board and the President.¶
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MONITORING:

METHODS: Executive Summary

FREQUENCY: Annually

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POLICY TITLE: ACCESS

Persons shall have maximum feasible access to all college services regardless of their:

1. Financial/income status
2. Time schedules
3. Geographical location within the district
4. Physical or mental disability/handicap
5. Parenting status
6. Traditional inclination to aspire to education
7. Race, age, gender, ethnicity, or sexual orientation.

MONITORING:

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POLICY TITLE: *STUDENT TREATMENT*

With respect to treatment of all students, the president may not cause or allow conditions which are inhumane, unsafe, unfair or undignified, that violate state or federal law, and board and college policies.

Accordingly, the president may not:

1. Operate without student procedures which clarify student’s rights, responsibilities, and rules for students, provide for effective handling of grievances, and protect against wrongful conditions.
2. Discriminate against any student for expressing dissent in an ethical manner.
3. Prevent students from grieving to the board when (a) internal grievance procedures have been exhausted and (b) the student alleges either (i) that board policy has been violated to his or her detriment or (ii) that board policy does not adequately protect his or her human rights.
4. Fail to acquaint students with their rights under this policy.
5. Unlawfully discriminate on the basis of race, color, sex, age, religion, national origin, disability, handicap, pregnancy, marital status, height, weight, citizenship or sexual orientation.

MONITORING:

METHODS: Internally

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DATE(S):

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 Report to include the number of complaints advanced to the dean of the SAS Division, types of complaints and disposition.¶
 ¶
 ¶
 ¶
 ¶
 ¶
 ¶
 Adopted: February 16, 1998¶

POLICY TITLE: *GOVERNANCE COMMITMENT*

The Board, on behalf of residents, now and in the future, of the Lansing Community College district, will lead LCC with a strategic perspective, rigorously attending to its leadership role and the continuous improvement of its capability as a body to define values and vision.

MONITORING:

METHODS:

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DATE(S):

POLICY TITLE: GOVERNING STYLE

The Board will govern with an emphasis on outward vision and strategic leadership rather than an internal preoccupation, encouragement of diversity in viewpoints, strategic leadership more than administrative detail, clear distinction of Board and Presidential roles, collective rather than individual decisions, future rather than past or present, and proactivity rather than reactivity.

The Board will:

1. Cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will be an initiator of policy, not merely a reactor to staff initiatives. The Board will use the expertise of individual members to enhance the ability of the Board as a body, rather than to substitute the individual judgments for the Board's values.
2. Direct, control and lead the organization through the careful establishment of broad written policies reflecting the Board's values and perspectives. The Board's major focus will be on the intended long-term impacts outside the operating organization (*Ends/Aims*), not on the administrative or programmatic means of attaining those effects.
3. Enforce upon itself whatever discipline is needed to govern with excellence. Self discipline will apply to matters such as attendance, policy-making principles, respect of roles, speaking with one voice, and ensuring continuity of governance capability. Continuous Board development will include orientation of new members in the Board's governance process and periodic Board discussion of process improvement. The Board will allow no officer, individual or committee of the Board to hinder or be an excuse for not fulfilling its commitments.
4. Monitor and discuss the Board's process and performance at each meeting. Self-monitoring will include comparison of Board activity and adherence to policies in the Governance Process and Board-President Relationship categories.
5. Roberts Rules of Order, as stated in the bylaws, are the general meeting rules.

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POLICY TITLE: BOARD JOB DESCRIPTION

The work of the Board is to serve as trustees for the residents, now and in the future, of the LCC district in determining and achieving appropriate organizational performance. To distinguish the Board's own unique job from the jobs of its staff, the Board will concentrate its efforts on the following job "products" or outputs:

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1. The link between the organization and the residents of the LCC district.

2. Clarity of values and vision in written governing policies which, at the broadest levels, address:

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A. *Ends/Aims:* Organizational products, impacts, benefits, outcomes, recipients, and their relative worth (what good, for which needs, at what cost).

B. *Executive Limitations:* Constraints on executive authority which establish the prudence and ethics boundaries within which all executive activity and decisions must take place.

C. *Governance Process:* Specification of how the Board conceives, carries out and monitors its own task.

D. *Board-President Relationship:* How power is delegated and its proper use monitored; the Presidential role, authority and accountability.

3. The assurance of organizational performance (as described for the President in 2A and 2B above and as described for the Board in 2C and 2D above).

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4. Contributions of time and energy towards fundraising and college development in cooperation with the President.

5. Contributions of time and energy towards legislative impact in cooperation with the President.

Deleted: The assurance of compliance with state law in the election of officers of the Board of Trustees. ¶

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METHODS:

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DATE(S):

Deleted: Revised September 21, 1998, June 13, 2000¶

POLICY TITLE: CHAIR'S ROLE

The work of the Chairperson is, primarily, the integrity of the board's process and, secondarily, occasional representation of the board to outside parties. The chairperson is the only board member authorized to speak for the board (beyond simply reporting board decisions), other than in rare and specifically authorized instances.

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1. The work output of the Chair is that the Board functions consistently within its own rules and those legitimately imposed upon it from outside the organization.
 - A. Agenda items which require Board action will only include issues which, according to Board policy, clearly belong to the Board to decide, not the President.
 - B. Deliberation will be fair, open, and thorough, but also efficient, timely, orderly, and kept to the point.
2. The authority of the Chair consists in making decisions that fall within the topics covered by Board policies on Governance Process and Board-President Relationship, except where the Board specifically delegates portions of this authority to others. The Chair is authorized to use any reasonable interpretation of the provisions in these policies.
 - A. The Chair is empowered to chair Board meetings with all the commonly accepted responsibilities of that position (e.g., ruling, recognizing), and encourage input from all Board members in order to make informed decisions.
 - B. The Chair has no authority to make decisions about policies created by the Board within Ends and Executive Limitations policy areas. Therefore, the Chair has no authority to supervise or direct the President.
 - C. The Chair may represent the Board to outside parties in announcing Board-stated positions and in stating Chair decisions and interpretations within the area delegated to him or her.

MONITORING:

METHODS:

FREQUENCY:

DATE(S):

POLICY TITLE: BOARD COMMITTEE PRINCIPLES

Board committees, when used, will be assigned so as to minimally interfere with the wholeness of the Board's job and so as never to interfere with delegation from Board to President. Committees will be used sparingly, only when other methods have been deemed inadequate.

1. Board committees are to help the Board do its job, not to help the staff do its jobs. Committees ordinarily will assist the board by preparing policy alternatives and implications for board deliberation. Board committees are not created by the board to advise staff.
2. Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the President.
3. Board committees cannot exercise authority over staff. Because the President works for the full Board, the President will not be required to obtain approval of a Board committee before an executive action. In keeping with the Board's broader focus, Board committees will normally not have direct dealings with current staff operations.
4. Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a Board committee which has helped the Board create policy on some topic will not be used to monitor organizational performance on that same subject.
5. This policy applies only to committees which are formed by Board action, whether or not the committees include non-Board members. It does not apply to committees formed under the authority of the President.

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POLICY TITLE: *COMMITTEE STRUCTURE*

A committee is a Board committee only if its existence and charge come from the Board, regardless whether Board members sit on the committee. The only standing Board committees are those which are set forth in this policy and appropriately chartered with clear product, authorities, timelines, and staff considerations.

1. Audit Committee

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FREQUENCY:

DATE(S):

POLICY TITLE: ANNUAL BOARD PLANNING CYCLE

To accomplish its job outputs with a governance style consistent with Board policies, the Board will follow an annual agenda which (a) completes a re-exploration of Ends policies annually and (b) continually improves its performance through attention to Board education and to enriched input and deliberation.

1. The cycle will conclude each year on the last day of December in order that administrative budgeting can be based on accomplishing a one year segment of the most recent Board long-range vision. Long range planning will be addressed annually.
 - In the first one or two months of the new cycle, the Board will develop its agenda for the ensuing one year period.
2. Education, input and deliberation will receive paramount attention in structuring the series of meetings and other Board activities during the year.
 - To the extent feasible, the Board will identify those areas of education and input needed to increase the level of wisdom and forethought it can give to subsequent choices.
3. The sequence derived from this process for the Board planning year is as follows:

~~July: Organizational meeting.~~

~~Sept: Tentative agenda for year, other groups to be involved for input, Board education, self evaluation, President's evaluation.~~

~~Oct: Continuation of September agenda. Review Ends.~~

Deleted: ~~Nov~~

Deleted: ~~for 2000-2001.~~

~~Nov: President's evaluation, Year-End Financial Audit Report, Annual Results Inventory Report
—Financial Responsibility~~

~~Dec: Review/adjust monitoring criteria.~~

~~Jan-Apr.: Action on President's contract. Continue to focus on concerns, issues, linkage planning and implementation. Board shall receive preliminary information on strategic initiatives, revenues and expenditures. Annual Results Inventory Reports—Access, Student Learning Outcomes & Stakeholder Satisfaction. The purpose of this information will be to provide board members with information that may assist their decision making prior to final approval of the budget.~~

~~May: Approve property taxes/tuition/budget.~~

Deleted: ~~2000-2001.~~

~~June: Celebration, review of past year, contemplation of improvement areas, debate on how much and what improvements to focus on for the coming year.~~

Deleted: ~~Action on President's contract.~~

Deleted: ~~Revision adopted: July 3, 1995; June 16, 1997, July 1, 1997~~

MONITORING:

METHODS:

FREQUENCY:

DATE(S):

Fiscal Year 1999-2000*

July: Organizational meeting.

Sept: Tentative agenda for year, other groups to be involved for input, Board education, self-evaluation, President's evaluation

Oct-Nov: — Continuation — of September agenda. Review Ends for 2000-2001.

Dec: Review/adjust monitoring criteria

****Jan-Apr:** Continue to focus on concerns, issues, linkage planning and implementation. Board shall receive preliminary information on strategic initiatives, revenues and expenditures. The purpose of this information will be to provide board members with information that may assist their decision making prior to final approval of the budget.

May: — Approve 2000-2001 property taxes/tuition/budget

June: Celebration, review of past year, contemplation of improvement areas, debate on how much and what improvements to focus on for the coming year. Action on President's contract.

Fiscal Year 2000-2001

July: Organizational meeting.

Sept: Tentative agenda for year, other groups to be involved for input, Board education, self-evaluation, President's evaluation

Oct-Nov: — Continuation — of September agenda. Review Ends for 2001-2002.

Dec: Review/adjust monitoring criteria

Jan-Apr: Continue to focus on concerns, issues, linkage planning and implementation. Board shall receive preliminary information on strategic initiatives, revenues and expenditures. The purpose of this information will be to provide board members with information that may assist their decision making prior to final approval of the budget.

May: — Approve 2001-2002 property taxes/tuition/budget

June: Celebration, review of past year, contemplation of improvement areas, debate on how much and what improvements to focus on for the coming year. Action on President's contract.

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**Revision adopted June 16, 1997

POLICY TITLE: BOARD MEMBERS' CODE OF CONDUCT

The Board commits itself and its members to ethical and professional conduct. This commitment includes proper use of authority and appropriate decorum when acting as Board members.

1. Board members must represent unconflicted loyalty to the interests of the ownership. This accountability also supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other Boards or staffs. This accountability supersedes the personal interest of any Board member acting as an individual consumer of the organization's services.
2. Board members must avoid any conflict of interest with respect to their fiduciary responsibility.
 - A. There must be no self-dealing or any conduct of private business or personal services between any Board member and the organization except as procedurally controlled to assure openness, competitive opportunity and equal access to "inside" information.
 - B. When the Board is to decide upon an issue, about which a member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from not only the vote, but also from the deliberation.
 - C. Board members must not use their position to obtain employment in the organization for themselves, family members or close associates. Should a Board member desire employment, he or she must first resign.
 - D. Board members will disclose their involvement with other organizations, with vendors, or with any other associations which might produce a conflict. Members shall also disclose in writing at the regular September Board meeting each year any existing or potential conflict of interest. Each Board member shall receive a disclosure form in advance of the September Board meeting upon which disclosures shall be made.
3. Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies.
 - A. Board members' interaction with the President or with staff must recognize the lack of authority vested in individuals except when explicitly Board-authorized.
 - B. Board members' interaction with the public, press or other entities must recognize the same limitation and the similar inability of any Board member to speak for the Board.

C. Board members will make no disparaging statements regarding the President or staff performance except as that performance is assessed against explicit Board policies by the official process.

4. Board members will respect the confidentiality appropriate to issues of a sensitive nature.

Check bylaws for inclusions

MONITORING:

METHODS:

FREQUENCY:

DATE(S):

POLICY TITLE: BOARD MEMBERS' TRAVEL POLICY

The Board recognizes the value of membership and attendance at conferences, workshops, and meetings at the state, regional, and national levels which are appropriate and necessary to carry out College business. As such, the Board encourages:

1. The attendance of its members in one out-of-state and one in-state conference (inclusive of the MCCA Summer conference), workshop, or meeting per year, in addition to all other meetings and conferences offered by the Michigan Community College Association.
2. The Board appointed delegates to the Board of Directors of the Michigan Community College Association to attend all regularly scheduled meetings of its Board of Directors.
3. Board members travel arrangements will be coordinated through the Board secretary.
4. Board members will be reimbursed for reasonable and necessary required business travel expenses.
5. Board member expenses will be subject to approval by the Board chairperson.

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The Board Chair may also represent the College in one international visit in furtherance of stated goals and the objectives of the Sister College Program.

Exceptions to the above must be pre-approved by the Board Chair.

MONITORING:

METHODS:

FREQUENCY:

DATE(S):

Deleted: Adopted: February, 2000¶

POLICY TITLE: *PRESIDENT*

The President, as chief executive officer, is accountable to the Board acting as a body. The Board will instruct the President through written policies, delegating to him or her interpretation and implementation of those policies.

MONITORING:

METHODS:

FREQUENCY:

DATE(S):

POLICY TITLE: *DELEGATION TO THE PRESIDENT*

All Board authority delegated to staff is delegated through the President, so that all authority and accountability of staff--as far as the Board is concerned--is considered to be the authority and accountability of the President.

Deleted: UNLESS OTHERWISE DIRECTED BY THE BOARD.

1. The Board will direct the President to achieve specified results, for specified recipients, at certain costs (cost is determined as alternatives, substitutes, cost benefit over time, opportunities lost, but not necessarily a dollar amount) through the establishment of *Ends* policies. The Board will limit the latitude the President may exercise in practices, methods, conduct and other "means" to the ends through establishment of *Executive Limitations* policies. Deleted: a specified
2. As long as the President uses *any reasonable interpretation* of the Board's *Ends* and *Executive Limitations* policies, the President is authorized to establish all administrative policies, make all decisions, take all actions, establish all practices and develop all activities. Deleted: regulations
3. The Board may change its *Ends* and *Executive Limitations* policies, thereby shifting the boundary between Board and Presidential domains. By so doing, the Board changes the latitude of choice given to the President. But so long as any particular delegation is in place, the Board and its members will respect and support the President's choices. This does not prevent the Board from obtaining information in the delegated areas where applicable.
4. Only decisions of the Board acting as a body are binding upon the President.
 - A. Decisions or instructions of individual Board members, officers, or committees are not binding on the President except in rare instances when the Board has specifically authorized such exercise of authority.
 - B. In the case of Board members or committees requesting information or assistance without Board authorization, the President can refuse such requests that require--in the President's judgment--a material amount of staff time or funds or is disruptive, or violates personal privacy or health information about students or staff unless it's an issue in front of the Board. Deleted: .

MONITORING:

METHODS:

FREQUENCY:

DATE(S):

POLICY TITLE: *PRESIDENT'S JOB DESCRIPTION*

As the Board's single official link to the operating organization, the President's performance will be considered to be synonymous with organizational performance as a whole.

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Consequently, the President's job contributions can be stated as performance in only two areas:

1. Organizational accomplishment of the provisions of Board policies on *Ends*.
2. Organization~~al~~ operation within the boundaries of prudence and ethics established in Board policies on *Executive Limitations*.

MONITORING:

METHODS:

FREQUENCY:

DATE(S):

POLICY TITLE: MONITORING PRESIDENT'S PERFORMANCE

Monitoring the President's performance is synonymous with monitoring organizational performance against Board policies on *Ends* and on *Executive Limitations*. Any evaluation of the President's performance, formal or informal, may be derived only from these monitoring data.

1. The purpose of monitoring is simply to determine the degree to which Board policies are being fulfilled. Information which does not do this will not be considered to be monitoring. Monitoring will be as automatic as possible, using a minimum of Board time so that meetings can be used to create the future rather than to review the past.
2. A given policy may be monitored in one or more of three ways:
 - A. Internal report: Disclosure of compliance information to the Board from the President.
 - B. External report: Discovery of compliance information by a disinterested, external auditor, inspector or judge who is selected by and reports directly to the Board. Such reports must assess executive performance only against policies of the Board, not those of the external party unless the Board has previously indicated that party's opinion to be the standard.
 - C. Direct Board inspection: Discovery of compliance information by a Board member, a committee or the Board as a whole. This is a Board inspection of documents, activities or circumstances directed by the Board which allows a "prudent person" test of policy compliance.
3. Upon the choice of the Board, any policy can be monitored by any method at any time. For regular monitoring, however, each *Ends* and *Executive Limitations* policy will be classified by the Board according to frequency and method.
4. Each year the Board will have a formal evaluation of the President. This evaluation will only consider monitoring data as defined here, and as it has appeared over the intervening year.

MONITORING:**METHODS:****FREQUENCY:****DATE(S):**

POLICY TITLE: PRESIDENT COMPENSATION AND BENEFITS

The Board will pay its President fair market value for his/her services within the context of fiscal responsibility to the organization. Comparable compensation and benefit packages will be researched by committee or an outside source at the discretion of the Board on a biennial basis. The Board will review benefits and adjustments to the range annually.

1. The current market analysis for President compensation determined the salary range to be:
 - a. \$XX,000
 - b. \$XX,000 mid point
 - c. \$XXX,000

2. Benefits remain at X percent of compensation.

**Lansing Community College
Board of Trustees**



Resolution

WHEREAS, Mr. Megumi Shigematsu, former president of the [Biwako Kisen Steamship Co., Ltd.](#) and Biwako Hotel in Otsu, Japan;

WHEREAS, in 1981 Mr. Shigematsu approached Lansing Community College about a work/study program in Japan and in collaboration with former Lansing Community College President Philip Gannon and Dr. Tai Sung Kim developed the Japan Adventure Program;

WHEREAS, for the past 22 years the Japan Adventure Program has given over 470 students the opportunity to study and live in Japan and has given over 50 different LCC faculty the opportunity to teach and serve as administrators overseas;

BE IT THEREFORE RESOLVED that the Board of Trustees honors Mr. Megumi Shigematsu through dedication of a Japanese Garden in his name, to be housed on campus, in recognition of his vision of the Japan Adventure Program and for fostering global relations and partnerships with Lansing Community College.

Adopted this 13th day of December 2004.

Lansing Community College Board of Trustees

Chris A. Laverty, Chairperson

Mark H. Canady, Trustee

Kathy G. Pelleran, Vice Chairperson

Rondy L. Murray, Trustee

Robert E. Proctor, Secretary/Treasurer

Thomas Rasmusson, Trustee

Timothy A. Brannan, Ph.D., Trustee

Paula D. Cunningham, President
Lansing Community College

**Lansing Community College
Board of Trustees**



Resolution

WHEREAS, Dr. Tai Sung Kim, Director of International Programs, began his career at Lansing Community College in 1968;

WHEREAS, in collaboration with former Lansing Community College President Philip Gannon and Mr. Megumi Shigematsu developed the Japan Adventure Program;

WHEREAS, for the past 22 years the Japan Adventure Program has given over 470 students the opportunity to study and live in Japan and has given over 50 different LCC faculty the opportunity to teach and serve as administrators overseas;

BE IT THEREFORE RESOLVED that the Board of Trustees bestows Dr. Tai Sung Kim with the honorable title of Sensei Emeritus upon his retirement from Lansing Community College in recognition of his leadership with the Japan Adventure Program, after a career of significant achievements and contributions that advance LCC and the global community.

Adopted this 13th day of December 2004.

Lansing Community College Board of Trustees

Chris A. Laverty, Chairperson

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Kathy G. Pelleran, Vice Chairperson

Rondy L. Murray, Trustee

Robert E. Proctor, Secretary/Treasurer

Thomas Rasmusson, Trustee

Timothy A. Brannan, Ph.D., Trustee

Paula D. Cunningham, President
Lansing Community College

ADMINISTRATIVE APPOINTMENTS

- Name:** **Sylvia Wood**

Position: Finance Director

Dept/Div: Accounting
Administrative Services

Education: M.B.A., University of Michigan, 2003
B.S., Michigan State University, 1998

Experience: Self-Employed Consultant (2002-present)
Lansing Community College, ISCD

Interim Director of Finance (2000-2002)
Lansing Community College, Admin Svcs. Bus. Ofc.

Interim Director of Finance (1998-2000)
Lansing Community College, Liberal Studies

Effect. Date: December 13, 2004

FACULTY APPOINTMENTS

- Name:** **Ian Diem**

Position: Hospitality Faculty

Dept/Div: Business
Business, Media, and Information Technologies

Education: M.S., Marshall University
B.A.S., University of Michigan, 2000

Experience: Coordinator, Hospitality Management Curriculum Design
(2001-present)
Marshall University

Homebound and Guest Teacher (1999-present)
Flint Community Schools

Production Manager/Executive Chef (1992-1997)
Marriott International, Flint

Effect. Date: January 5, 2005

**LANSING COMMUNITY COLLEGE
BOARD OF TRUSTEES
November 15, 2004
Regular Meeting
Unadopted Meeting Minutes**

CALL TO ORDER

The meeting was called to order at 6:03 p.m.

ROLL CALL

Present: Brannan, Lavery, Murray (present telephonically), Pelleran, Rasmusson
Absent: Canady, Proctor

Trustee Canady arrived at 6:27 p.m.

ADDITIONS/DELETIONS TO THE AGENDA

There were no additions or deletions to the agenda.

LIMITED PUBLIC COMMENT REGARDING AGENDA ITEMS

There were no comments from the public.

PUBLIC HEARING

Public Hearing on Setting the Regular Biennial Election Date

Chairperson Lavery stated that two notices were published in the Lansing State Journal on November 4, 2004 and November 11, 2004 of this public hearing on setting the regular biennial election date. The Lansing Community College Board of Trustees has selected the odd-year November regular election date.

He opened the floor for public comment.

There were no comments from the public.

Chairperson Lavery closed the public hearing.

CHAIRPERSON AND BOARD MEMBER REPORTS

Chairperson Lavery

Board Election Date Resolution

IT WAS MOVED by Trustee Rasmusson and supported by Trustee Pelleran to approve the Board election date resolution.

Trustee Pelleran stated that the reason for this action is due to new legislation to consolidate elections to save costs and increase efficiency.

Roll call vote:

Ayes: Brannan, Lavery, Murray, Pelleran, Rasmusson

Nays: None

Absent: Canady, Proctor

Motion carried.

President's Performance Review

IT WAS MOVED by Trustee Pelleran and supported by Trustee Rasmusson to accept the President's performance review.

President Cunningham stated that her performance review is the formal evaluation and status of the College. She said collective efforts have guided and serviced the institution to achieve the targets stated in the strategic plan. President Cunningham presented her performance review to the Board (it is on file with the official Board materials.)

Roll call vote:

Ayes: Brannan, Canady, Lavery, Murray, Pelleran, Rasmusson

Nays: None

Absent: Proctor

Motion carried.

December 13, 2004 Board Meeting – 5:00 p.m.

Chairperson Lavery asked to change the December 13 Board meeting time to 5 p.m. which will allow the Board to complete their business and attend the Board appreciation dinner.

There was no objection from the Board.

Women's Resource Center Resolution

IT WAS MOVED by Trustee Pelleran and supported by Trustee Canady to accept the resolution honoring the Women's Resource Center for their 30 years of service to Lansing Community College, the students, and the community at large.

Trustee Pelleran asked the Women's Resource Center staff to stand and be recognized.

They received a standing ovation.

Chairperson Laverty stated that Trustee Pelleran and he attended the anniversary event on November 4. He asked for every Board member to receive a copy of the DVD presented at the event. Chairperson Laverty thanked the Women's Resource Center for their work and for a wonderful event.

Trustee Pelleran said the keynote speaker attributed her success to Lansing Community College and especially because of the Women's Resource Center. Trustee Pelleran shared that the Center also offers assistance for men.

Roll call vote:

Ayes: Brannan, Canady, Laverty, Murray, Pelleran, Rasmusson

Nays: None

Absent: Proctor

Motion carried.

Board Development Session

There is a session scheduled for Monday, December 6, 2004 from 8:30 a.m. to 4:00 p.m. This will be the third Board development session working on internal development in establishing trust and communication and moving towards policy governance.

Strategic Planning

There will be a work session on Wednesday, November 17 at 5:00 p.m. in the Herrmann Conference Center Board room. This meeting will concentrate only on strategic planning.

Other

Chairperson Laverty reported on the following events he attended:

- NAACP Freedom banquet on October 29.
- Workforce Development Board meeting. There was an update from the Capital Area Manufacturing Council and the Regional Skill Alliance. This group will be having their next meeting at the West Campus. The director of the Family Independence Agency, Marianne Douda, gave a presentation on the agency.
- Regional Economic Development Team meeting. The Shiawasee Economic Development Partnership provided a report.
- Women's Resource Center event on November 4.
- West Campus Grand Opening on November 8.

- Hospitality Harvest Dinner on Wednesday, November 10 dinner hosted by the Hospitality and Culinary Program. He shared that it was a great event that included a tour of the kitchen and an opportunity to engage with the students.
- Trustee Pelleran also attended the same event. She shared that this is a tremendous effort on behalf of the students and not only are LCC students part of the program, but EISD students also participate in the program.
- Foundation Board of Directors met on Thursday, November 11. He said things are going well and there is a lot of enthusiasm. He thanked Mr. Dan McCormick, Ms. Sue Fisher, Ms. Pam Schmidt and Vice President Ruth Borger for doing an outstanding job. Ms. Addie Morrow gave a presentation about the Atlanta University Center (AUC) and how the funds from the lip sync events support the scholarships for AUC.

Chairperson Laverty asked President Cunningham to elaborate on the recent gift the Foundation would be receiving.

President Cunningham shared that the Foundation will be receiving a gift from Ms. Dorothy Francis. She was 84 years old and passed away on Friday, September 10. She married Jerry Francis and both owned and operated Francis Aviation at Capital City Airport in 1973. Prior to World War II Ms. Francis trained many pilots who fought throughout the war. Ms. Francis was an accomplished acrobatic pilot performing in numerous air shows. When she passed away she donated 25% of her estate to Lansing Community College, which totals \$1.3 to \$2 million.

Vice President Borger said not only did Ms. Francis leave a legacy, but felt that due to the efforts of Ms. Hortense Canady and Mr. Gayland Tennis this gift became a reality.

Board Member Reports

Trustee Canady – Japan Adventure Program

Trustee Canady apologized for being late as his family was celebrating his son's birthday. He reminded the Board that at the last meeting a possible recognition of the Biwako Kisen Company and Dr. Tai Sung Kim was discussed. After further discussions with the Biwako Kisen Company, it was determined that it would be more appropriate, per cultural reasons, for Mr. Shigematsu to be honored individually rather than a shared honorarium. However, Trustee Canady felt that it was appropriate to honor Dr. Kim for his 25 years that he has dedicated to the Japan Adventure Program. He proposed that a professorship in international studies be established in honor of Dr. Kim and then develop a Japanese garden that will commemorate Mr. Shigamtsu.

Trustee Canady asked that for the December meeting a resolution be prepared that would allow the Board to proceed in this manner.

Trustee Rasmusson – Year-end Financial Audit & Bylaw 1.6.1

Trustee Rasmusson distributed a summary from the Conference Board Business/Education Council meeting he attended (it is on file with the official Board materials.)

Year-end Financial Audit—

Trustee Rasmusson asked Mr. Bruce Dunn to give an overview of the financial audit.

Mr. Dunn reviewed the highlights of the financial audit with the Board (it is on file with the official Board materials.)

There was a question and answer period throughout the presentation.

IT WAS MOVED by Trustee Rasmusson and supported by Trustee Brannan to approve the year-end financial audit.

Roll call vote:

Ayes: Brannan, Canady, Lavery, Murray, Pelleran, Rasmusson

Nays: None

Absent: Proctor

Motion carried.

Chairperson Lavery thanked Trustees Rasmusson, Canady, and Brannan, and Mr. Dunn for their work and assistance through the audit process.

Bylaw 1.6.1—

Trustee Rasmusson asked that this agenda item be tabled to allow further review.

PRESIDENT'S REPORT

Informational Items

College Spotlight – Diversity Initiative

President Cunningham stated that the Executive Office has been trying to infuse diversity in leadership development, employment processes, and student success to become part of the day-to-day operations. Dr. Nanette Reynolds and Dr. Cami Zawacki have been hired to assist with this initiative and ensure that the College is in compliance legally and advance the work needed to do. President Cunningham gave the background of Dr. Reynolds and Dr. Zawacki.

The Executive Leadership Team has taken a key role in promoting this work throughout the College. The group has had three sessions to work directly with Drs. Reynolds and Zawacki and have committed time every month to work with them. President Cunningham will be leading discussion groups throughout the year on a variety of issues from Iraq to Proposal

Two. She shared that Vice President Gary VanKempen will be working on increasing diversity in non-traditional careers. Vice President Barbara Larson will be reviewing all of the hiring processes to ensure there is a rich pool of candidates for all positions. Dean Gary Knippenberg will be looking at recruitment strategies and Dean Judith Cardenas will be reviewing all student systems to increase academic student success.

Dr. VanKempen, Vice President Barbara Larson, Dean Gary Knippenberg, and Dean Judith Cardenas provided a PowerPoint presentation of the various initiatives to advance diversity at the College (the presentation is on file with the official Board materials.)

President Cunningham stated that the goal is for not only one individual having ownership of this initiative, but the institution as a whole.

There was a question and answer period after the presentation.

Human Resources – New Hires, Leaves and Sabbaticals

Administrative Appointments—

JaNice Pitts-Moore, Department Chairperson, Construction & Maintenance Technologies, Technical Careers

Anita Evans, Employment Manager, Human Resources, Administrative Services

Budget Update

Vice President Larson shared that staff are beginning to prepare for budget development for fiscal year 2006. She shared that there will be challenges. Healthcare costs continue to rise. The retirement contribution to MPSERS increased 1.9% this year and it may increase by another 2%. Vice President Larson stated that every percent represents a \$500,000 increase for the College. She shared that energy costs are increasing; therefore, budgeting for utilities will be challenging. The maintenance costs for the Health and Administration buildings will be included in next year's budget.

There was brief discussion regarding the increase from MPSERS.

West Campus Grand Opening

President Cunningham thanked everyone who attended the grand opening. She thanked everyone involved in organizing the event. Many staff members worked on the weekend to ensure everything was ready for the grand opening. President Cunningham read out loud the following names of individuals who worked on the weekend prior to the event: Martin Pennoni, Paul Price, Gary Mejia, Rob Edwards, Bill Bartleson, Brian Arthur, Dennis Clark, Lyle Laylin, Randall Stortz, Ken Orlich, Phil Girvin, Rob VanOeveren, Matt Golzynski, Bill Darr, Ruth Borger, Brian Jackson, Chris Hollister, Jim Green, Michael Wright, John Little, Steve Kimball, Jim Miner, Ken Akini, Joe Petrous, Pete McClean, and Brandon Gostnell. She said they all

came in to ensure everything was ready for the following day. President Cunningham asked everyone to thank these volunteers.

She asked those that were present to stand and be recognized.

Action Items

Approval of Minutes – October 18, 2004 Regular Meeting

President Cunningham presented the October 18, 2004 regular meeting minutes for the Board's review.

Trustee Pelleran asked that the October 18 minutes adequately reflect her question about the sale of property. She reiterated that there has been much discussion about the fact that the College is following the Facilities Master Plan that was created by other Boards, which included herself. Trustee Pelleran also served on the Facilities Master Plan subcommittee and at no time did she see the sale of the property where Old Central and Carnegie is located. Two months ago the Board approved a proposal to use CB Richard Ellis/Martin as a realtor and she asked at that time what properties is the College planning on selling. She felt that since the Board has been in place for over a year now it would behoove them to look at that. Trustee Pelleran stated that there may be a difference of opinion when we say "disposition of property" and "the sale of property". We have buildings and parking lots associated with those buildings and she wants to make sure this Board reviews this adequately. She asked that the October 18 minutes be amended to reflect that she would like this Board to take a serious look at the property before it is sold and before we would go so far down the road that it would be almost embarrassing not to sell it. She also said we should do the same with the parking situation.

President Cunningham stated that the minutes will be duly noted.

President Cunningham clarified that there has been no discussion about selling or demolishing Carnegie at this point in time. The Facilities Master Plan has had the same language in there for three years, which talks about the disposition of the following buildings under consideration: Photo Center, Academic and Office Facility, Warehouse on Kalamazoo Street, Continental Cable, Seymour Building, and Office Unit F (Carnegie). Just as the minutes reflect, the administration would be bringing a proposal for the sale of property back to the Board for final approval. They would not proceed with selling or demolishing any property without Board approval.

There was continued discussion about the disposition of property. It was clarified that no decision has been made at this time to sell or demolish property. The purpose of hiring CB Richard Ellis/Martin was to review the market prices for the potential sale of property, which was stated when the proposal was approved by the Board. However, if there is an offer to sell property the final approval will be done by the Board of Trustees.

Trustee Rasmusson stated that he remembers this information from four years ago.

Trustee Pelleran felt it is important for this Board to review the needs of the initiatives that were not in the Facilities Master Plan two or three years ago before the Board decides to sell or purchase property or purchase additional parking.

President Cunningham stated that Trustee Pelleran was correct and that will occur before the Board approves any sale or purchase of property. She said that is one reason the College purchased additional acreage at the West Campus if future expansion is needed.

Chairperson Lavery stated that he has read the Facilities Master Plan since its existence and has recently read it very closely. He feels perfectly comfortable with what it says and views the plan as guidelines, goals, or projections for the future and not as something concrete when it comes to the selling or demolishing of buildings. Chairperson Lavery reiterated that according to the law any decision to sell property must come to the Board.

St. Johns – Expanded Service Area

President Cunningham presented the resolution to the Board for their review.

She asked Vice President Borger to provide an update.

Vice President Borger shared that there are some changes to the resolution from the previous one the Board reviewed in October. Staff did revisit the language of the two propositions with legal counsel and were able to include a phrase in the preambles (the resolution is on file with the official Board materials.)

Facilities Master Plan

President Cunningham presented the Facilities Master Plan for the Board's review. She reminded the Board that three initiatives were added last month, which were the following: campus beautification, university/student center, and the Hospitality program. These are not funded, and these initiatives do not negate the renovations to Dart Auditorium or the Gannon Vocational Technical building.

There was brief discussion about the potential of making Old Central a surface parking lot and the importance of including the Board in any future discussions about parking, the disposition of property, and property needs. It was clarified that there is no plan to convert Old Central into a parking lot; however, parking needs are being reviewed in light of on-line courses and students moving to the West Campus.

Trustee Pelleran shared that the Hospitality Program initiative is a Board vision and former Trustee Patterson envisioned the program developing as proposed in the Facilities Master Plan.

Trustee Murray referred to the St. Johns resolution. She asked if the annexation is successful, will additional Trustees be added to the Board.

President Cunningham responded that legislation was adopted several years ago that states if any community college would annex another school district, they would have to add two representatives to the existing board. The school district would elect those two individuals, plus they get an additional vote on the other seven trustees. She shared that this legislation was very confusing and the College has been working closely with Muchmore & Harrington and the Michigan Community College Association to lobby getting that legislation changed. As of last week the legislation change passed the Higher Education Committee and the House and is now in the Senate. President Cunningham hopes this is approved prior to the February election.

Michigan Federation of Teachers – Tentative Agreement

President Cunningham presented the tentative agreement for the Board's review.

There was brief discussion about the tentative agreement.

Finance – Approval of Bids

Ms. Beckie Beard stated that last month she was unable to attend the Board meeting as she was in Los Angeles receiving an award on behalf of the College. She gave President Cunningham a copy of the award from the National Purchasing Institute.

Ms. Beckie Beard presented the following bid for the Board's approval:

1. Passenger Bus in the amount of \$160,164.80. The bid was awarded to Hoekstra Specialty Vehicles, LLC, of Grand Rapids, Michigan.

There was brief discussion about the bid.

President Cunningham read out loud the award Ms. Beard presented, "National Purchasing Institute Ninth Annual Achievement of Excellence and Procurement Award. Co-sponsors are the National Institute of Governmental Purchasing, California Association of Public Purchasing Officers, and Florida Association of Public Purchasing Officers and the Institute of Supplies Management is awarded to Lansing Community College." She thanked the Purchasing Department.

IT WAS MOVED by Trustee Canady and supported by Trustee Rasmusson to approve the President's Report except the St. Johns expanded service area resolution.

Roll call vote:

Ayes: Brannan, Canady, Laverty, Murray, Pelleran, Rasmusson

Nays: None

Absent: Proctor

Motion carried.

IT WAS MOVED by Trustee Canady and supported by Trustee Rasmusson to approve the St. Johns expanded service area resolution.

Roll call vote:

Ayes: Brannan, Canady, Lavery, Murray, Pelleran, Rasmusson

Nays: None

Absent: Proctor

Motion carried.

CLOSED SESSION

The Board did not go into closed session.

PUBLIC COMMENT

Chairperson Lavery stated that the Facilities Master Plan is an incredible document. He thanked President Cunningham, the administration, staff, faculty and everyone that helped with the plan. He shared that where the College has been, what it is currently doing and the plans for the future reflects that Lansing Community College is the best community college in the country. Chairperson Lavery shared that he is very happy with the direction of the College and is proud to be a part of it.

There were no comments from the public.

ADJOURNMENT

IT WAS MOVED by Trustee Canady and supported by Trustee Rasmusson for the meeting to adjourn.

Ayes: Brannan, Canady, Lavery, Murray, Pelleran, Rasmusson

Nays: None

Absent: Proctor

Motion carried.

The meeting adjourned at 7:59 p.m.

**LANSING COMMUNITY COLLEGE
BOARD OF TRUSTEES
November 17, 2004
Strategic Planning Work Session
Unadopted Meeting Minutes**

CALL TO ORDER

The meeting was called to order at 5:19 p.m.

ROLL CALL

Present: Lavery, Pelleran, Proctor
Absent: Brannan, Canady, Murray, Rasmusson

Trustee Rasmusson arrived at 5:39 p.m.

LIMITED PUBLIC COMMENT REGARDING AGENDA ITEMS

There were no comments from the public.

STRATEGIC PLANNING WORK SESSION

Chairperson Lavery asked everyone present to introduce themselves.

President Cunningham thanked the Trustees for taking the time to engage in the strategic planning process. She stated that the plan becomes the marching orders for Lansing Community College. The annual results inventory reports are submitted because they are derived from the Strategic Plan and the College's progress with the plan is monitored by these reports. She said every staff member at the table has some responsibility for a piece in the Strategic Plan. Every decision will be linked to the work that will be done tonight; therefore, the work this evening is extremely important to the institution. President Cunningham stated that we are not looking at redoing what we currently have, but we are looking at once this plan has expired in 2007 what will be the direction of the College. The decisions made will impact the budget two years from now and it may take that long if the plan goes in a completely different direction. She reviewed the amount of people and activities that were involved in the last process. It is anticipated that by June 2005 a plan will be adopted; however, prior to that date there will be a tremendous amount of engagement, feedback, and updates. Tonight's purpose is to get the Board's input on the vision, mission, motto, guiding principles, and the five areas of priority need.

President Cunningham stated that she is ultimately responsible for implementing the Strategic Plan. To assist with drafting the plan she has developed an Internal Strategic Planning Team, which will be lead by Mr. Rich Howard. Members of that team are Mr. Glenn Cerny, Mr. Ray Turner, Ms. Judith Cardenas, Ms. Chris Hollister, and Ms. Barbara Larson. For the Trustees that are not here staff will find the best way to get them this information.

Trustee Pelleran asked if the December 15 meeting will be a continuation of tonight's meeting.

Chairperson Laverty responded that if the work that needs to be done is completed tonight the December 15th meeting may not be needed.

President Cunningham asked the Trustees as they provide their input tonight to please continue to focus on high level strategic visioning. She turned the meeting over to Mr. Rich Howard.

Mr. Howard stated that he is looking forward to working with the Board and the staff on the strategic planning renewal process. The strategic plan renewal covers the years 2006 to 2011, which is a five-year plan as opposed to a seven-year plan as the first one was. He said the reason for the seven-year plan was to develop a foundational focus which the College did not have prior to the year 2000. Now that the College has achieved a foundational focus the Strategic Plan will now be a five-year plan. Mr. Howard provided a PowerPoint presentation which reviewed the strategic plan renewal process (the presentation is on file with the official Board materials), which includes getting input from the Board that will guide the research for the Strategic Plan.

Mr. Howard polled the Board anonymously on the following areas of the Strategic Plan: vision, mission, motto, the strategic drivers, the five areas of priority of need, and guiding principles.

The Board members each had a laptop and through the Oracle Web Conference feature, they provided their answers anonymously. After each poll, there was discussion about each area.

Mr. Howard explained that the next steps in the process include compilation of tonight's information into common themes and the Internal Strategic Planning team will begin soliciting input from various stakeholder groups using the same or similar questions that were used this evening.

President Cunningham thanked Mr. Howard for his hard work this evening. She also thanked Mr. Cerny and his staff for making the creative technology used this evening.

Chairperson Lavery asked staff if the Board will need to meet on December 15.

President Cunningham responded that, no, the Board will not need to meet. The next meeting for the Board to meet regarding the Strategic Plan is being proposed for early March in order to allow time to gather information from stakeholders; however, the Board will receive various updates before then.

PUBLIC COMMENT

There were no comments from the public.

ADJOURNMENT

IT WAS MOVED by Trustee Rasmusson and supported by Trustee Pelleran for the meeting to adjourn.

Ayes: Lavery, Pelleran, Proctor, Rasmusson

Nays: None

Absent: Brannan, Murray

Motion carried.

The meeting adjourned at 7:29 p.m.

Lansing Community College Results Inventory 2004-05

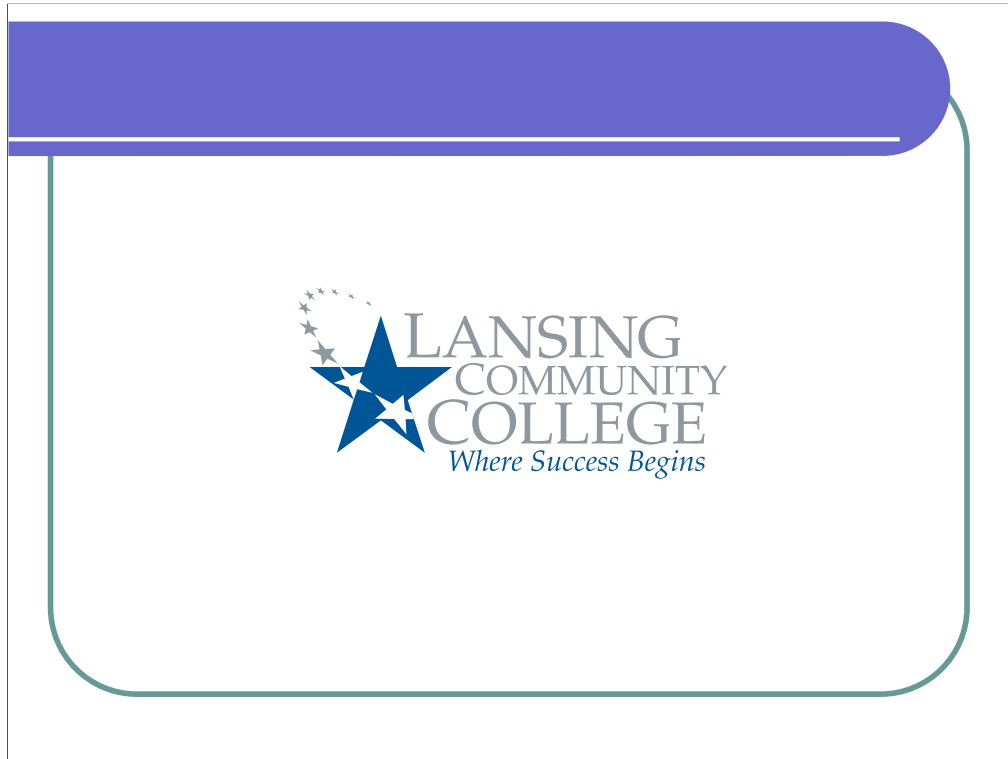
Financial Responsibility

Access

Student Learning Outcomes & Stakeholder Satisfaction

This report focuses on the stewardship of Lansing Community College's finances and assets, assessing whether finances are managed responsibly; and whether resources are allocated optimally to achieve efficiencies and to serve priority needs of students and the taxpayers who support College operations.

This report is Part One of the Lansing Community College Academic Quality Improvement Project (AQIP) "Annual Results Inventory." These reports present information related to the College's continuous improvement process.



Board of Trustees: Chris A. Lavery, Chair; Kathy G. Pelleran, Vice Chair; Robert E. Proctor, Secretary/Treasurer; Timothy A. Brannan, Trustee; Mark H. Canady, Trustee; Rondy L. Murray, Trustee; Thomas Rasmusson, Trustee

Lansing Community College is an equal educational opportunity, affirmative action institution. Discrimination on the basis of religion, race, color, national origin, age, sex, height, weight, marital status, handicap, sexual orientation, or any other category protected by law is prohibited.

College Results Inventory Timeline

Month	Report
December	1. Financial Responsibility
April	2. Access
May	3. Student Learning Outcomes & Stakeholder Satisfaction

Trends and current conditions

- Return on Investment for Learning units
- Diversified product mix
- Enrollment trends

These variables make up the fundamental analysis of the College's financial performance.

Trends and current conditions			
Return on Investment for Strategic Learning Units			
Learning Unit	Return on Investment		
	2001-02	2002-03	2003-04
Career & Workforce	\$0.88	\$0.91	\$0.84
Developmental	\$0.94	\$0.91	\$0.75
General Ed	\$1.14	\$1.15	\$1.36
College	\$0.97	\$0.99	\$0.99

*Preliminary Figures Source: Information Services & College Development

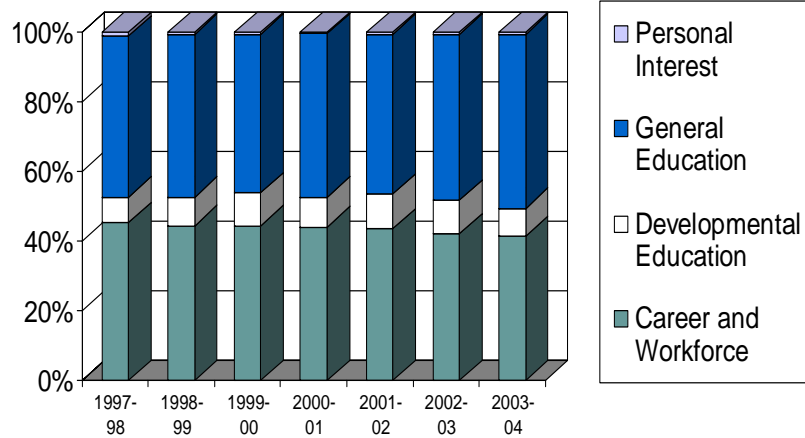
As part of the Strategic Planning process, the College was divided into four functional learning units: Career & Workforce Development, Developmental Education, General Education and Personal Enrichment.

The Program Review process uses quality, community impact, and financial indicators to assess program effectiveness. To complete a uniform financial description of programs across the College, a basic financial analysis model was needed. The Return On Investment model calculates all revenues to an instructional program, prorating State aid and property tax revenue based on student contact hours, in addition to tuition and fees. The model accounts for in-district vs. out-of-district enrollments by program, applying actual tuition and fees directly, and prorating State aid across programs based on in-district and out-district enrollments.

During FY04, ROI amounts changed among the learning units: Career and Workforce's ROI decreased due to higher direct costs (increased by \$1,596,312) and lower contact hours (decreased by 400,094 hours). General Education ROI increased due to lower direct costs (decreased by \$666,796). Developmental Learning's ROI decreased due to a reduction in the allocation of fees attributed to the unit, the percent change decreased from 5% in FY03 to 1.6% in FY04. All of these changes represent the College's efforts to more accurately present the financial operations of each of the learning units.

Trends and current conditions

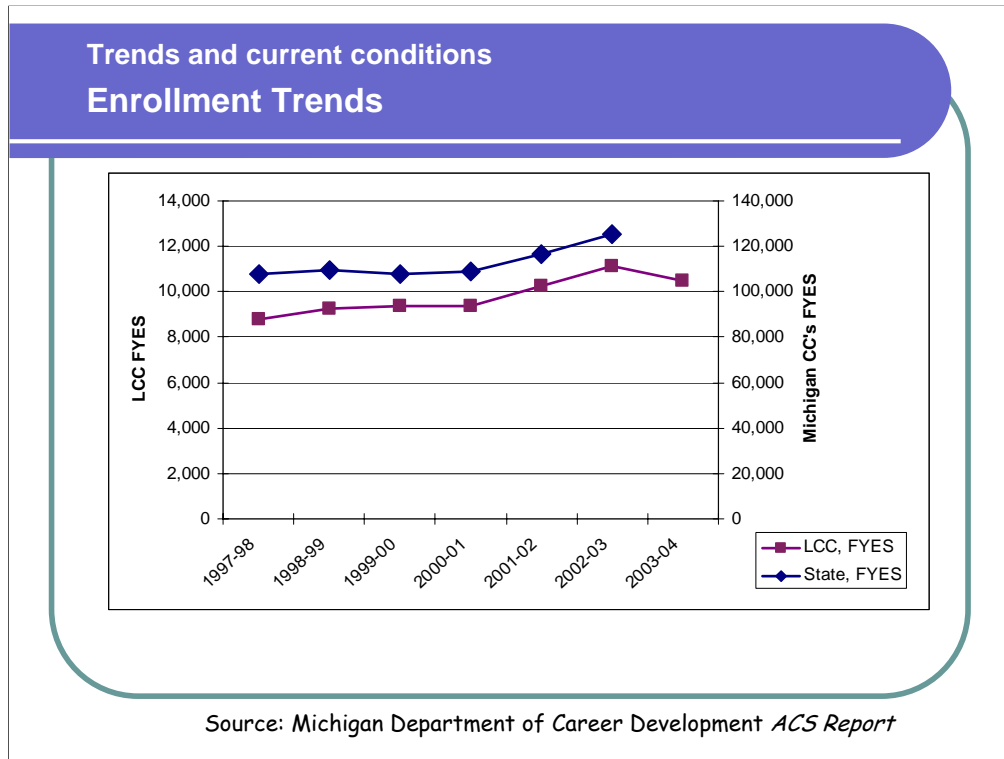
Diversified Product Mix: Contact Hours



Source: Michigan Department of Career Development *ACS Report*

The College has consistently provided approximately equal amounts of Career & Workforce and General Education contact hours. Developmental Education contact hours have risen slightly over the last seven years. This diverse product mix helps the College respond financially to demographic and economic changes.

Personal Interest contact hours are recorded based on the State of Michigan definition of personal interest curriculum, and appears as a very small percentage.

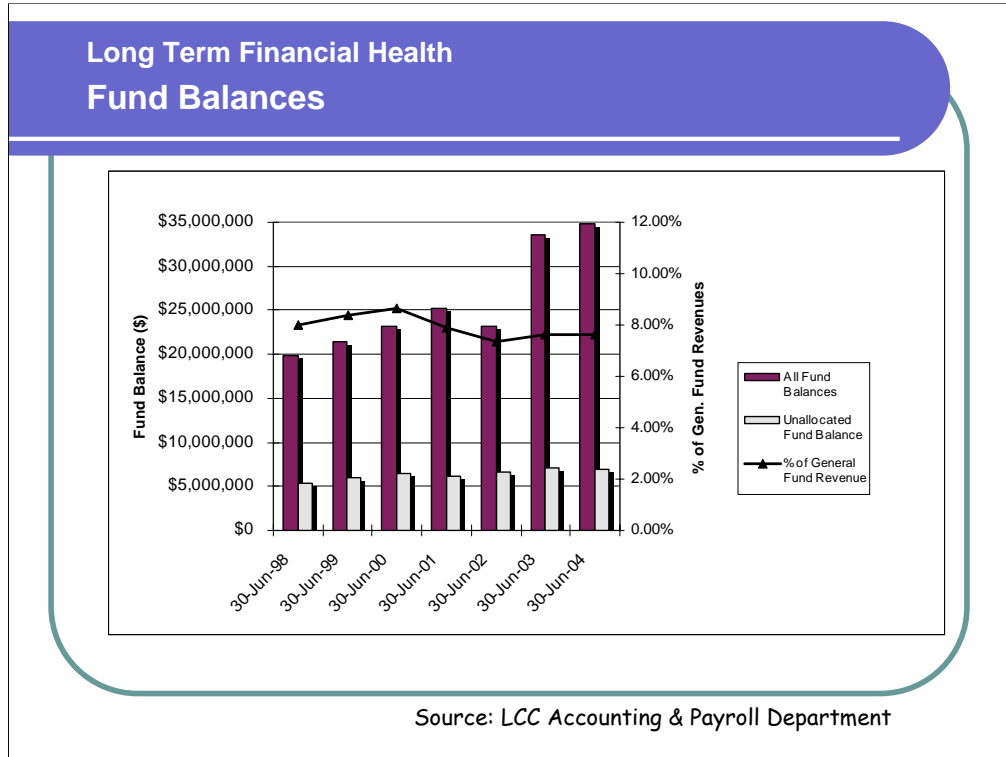


Due to a change in the College's enrollment reporting methodology beginning in FY2004, it appears that there is a decline in total credit hours for the year. This is because through FY 2003, enrollments were captured at the 1/10th point-in-time of each semester, so all students registered as of that date were counted in headcount and credit counts, even if they dropped on their own after the 1/10th count date, or were administratively dropped. The State of Michigan has determined that colleges may now submit enrollment data using a single point in the "academic period" which includes all 3 semesters as one. Using this method, LCC determines its enrollment for the last 3 prior semesters as of the last day of the Spring semester. So, all of the student drops for Summer 03, Fall 03 and Spring 04 are now more accurately reflected in the decreased total, whereas in prior years using the 1/10th method, those students that had dropped were still included in official counts. Thus there is a drop in reported credit hours and contact hours in our first year using this academic year reporting option, with the understanding that this is a more accurate picture of our students, credit hours and contact hours.

Long-term Financial Health

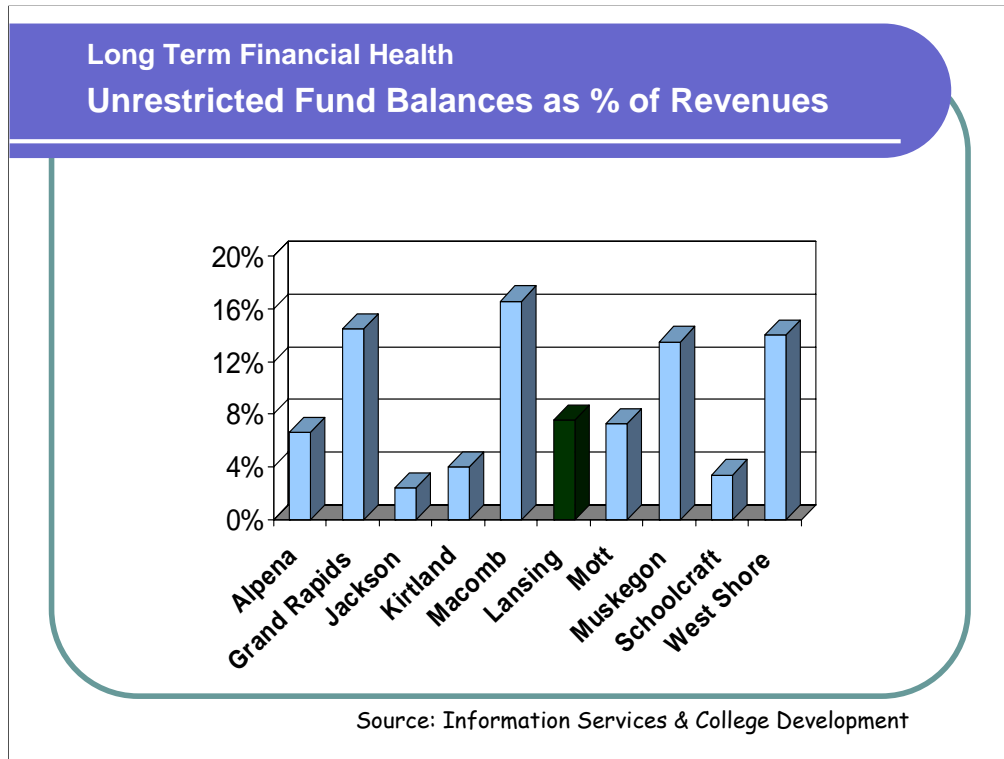
- Fund balances
- Budget accuracy
- General Fund revenue growth
- Additional Revenue sources
- Instructional costs
- Administrative costs
- Indebtedness

The College has a long tradition of safeguarding its assets and resources, and is striving to increase its fund balances.



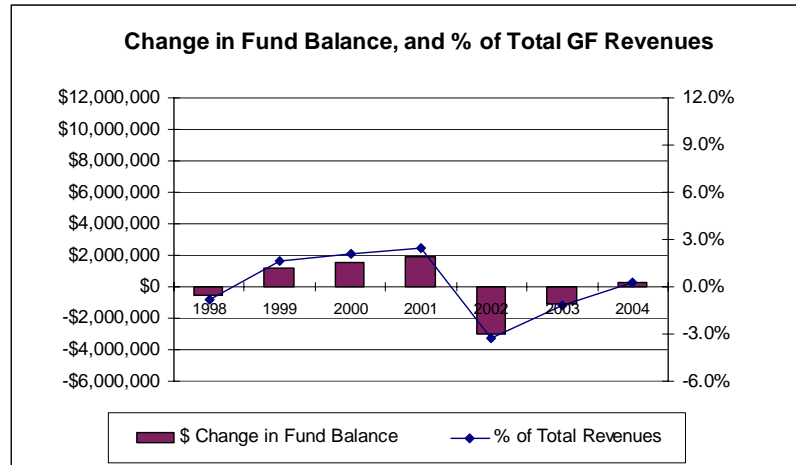
Capital reserves and other fund balances totaled \$34,812,973 as of June 30, 2004. The majority of these reserves are allocated for specific purposes. In May 2004, the Board of Trustees approved the use of \$20 million in capital reserves toward the completion of Facilities Master Plan construction, as well as a \$500,000 reserve for employee initiatives. Reserves within the College's Auxiliary Fund balance (currently \$4.4 million), may be used for future parking upgrades or expansions. The unallocated fund balance as of June 30, 2004 was \$7.0 million, which serves as a budget stabilization fund.

In order to avoid cash flow problems, it is important to maintain an adequate budget stabilization fund. As of June 2004, LCC's unallocated net assets totaled 7.6% of general fund revenues, which is about one percent below 1/12th of general fund revenues for the year (the rule-of-thumb used to gauge the adequacy of budget stabilization funds). As shown above, with passage of the millage in November of 2001, unallocated fund balances as a percentage of revenues declined initially. Careful budget planning must continue to address the need to increase the unallocated portion of fund balance. With general fund revenues now at \$98 million, the College's budget stabilization fund should be at least \$8.2 million.



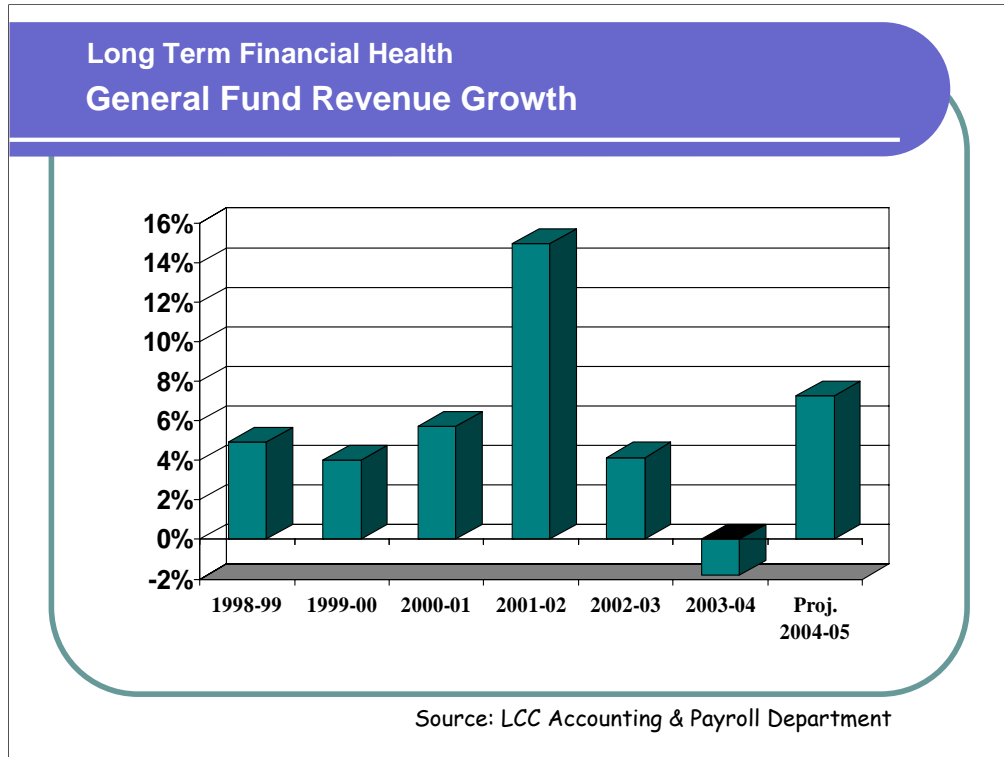
This graph shows a comparison of total unrestricted fund balances (general fund and designated fund) for ten Michigan community colleges. LCC's total unrestricted fund balance was 7.6% of the College's FY04 general fund revenues. The average total unrestricted fund balance as a percentage of general fund revenues was 10.7% for the reporting colleges.

Long Term Financial Health Budget Accuracy



Source: LCC Accounting & Payroll Department

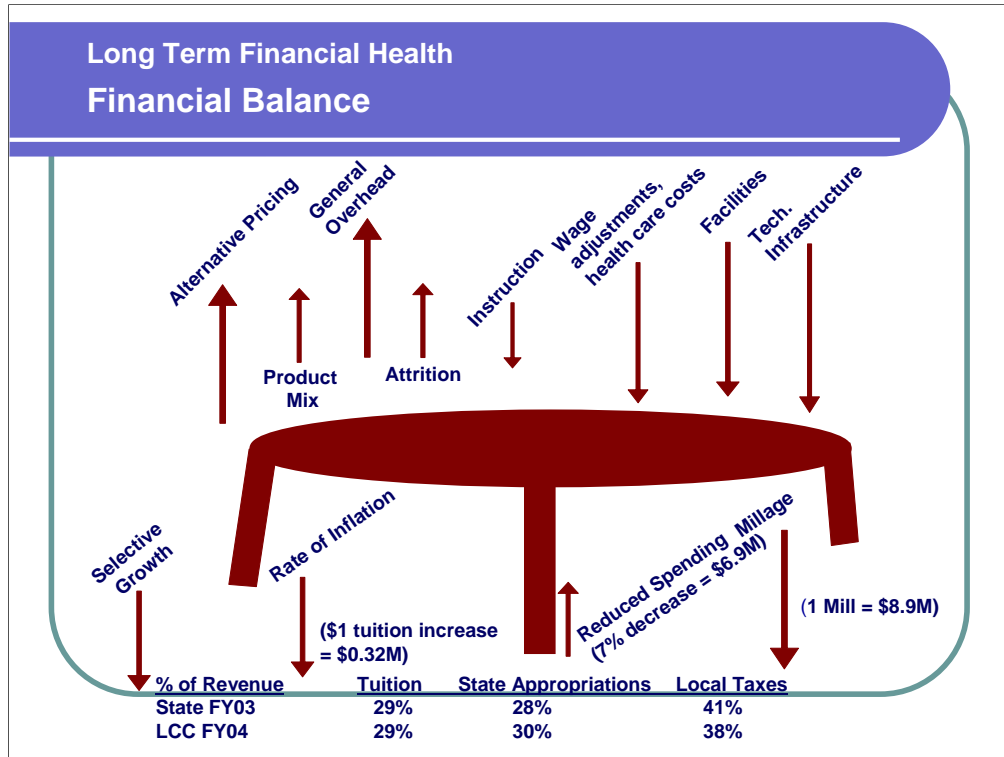
Revenue and expenditure projections are regularly updated, and year-end contributions to fund balance (positive or negative) were at or below 3.5 % of general fund revenues from FY98 through FY04. For the year just ended, the year-end increase in net assets was just under \$250,000. This occurred despite a December 2003 State Executive Order which reduced Lansing Community College FY 2004 appropriations by \$1.3 million.



Revenue growth over the past six years has been relatively stable, with annual increases in revenue averaging 5% since FY99. The large increase in FY02 was the result of an increase in the local taxpayer-voted millage rate. In FY 2004, the College experienced its first decline in total general fund revenues in at least 10 years. This was due to a drop in State aid of more than \$3 million in a single year.

The revenue outlook is more positive for FY 2005, with a Board approved budget anticipating \$98.5 million in total general fund revenues. This is primarily due to the change from credit to contact, or billing hours beginning Fall 2004, a tuition restraint incentive appropriation from the State, and modest increases in property tax revenues.

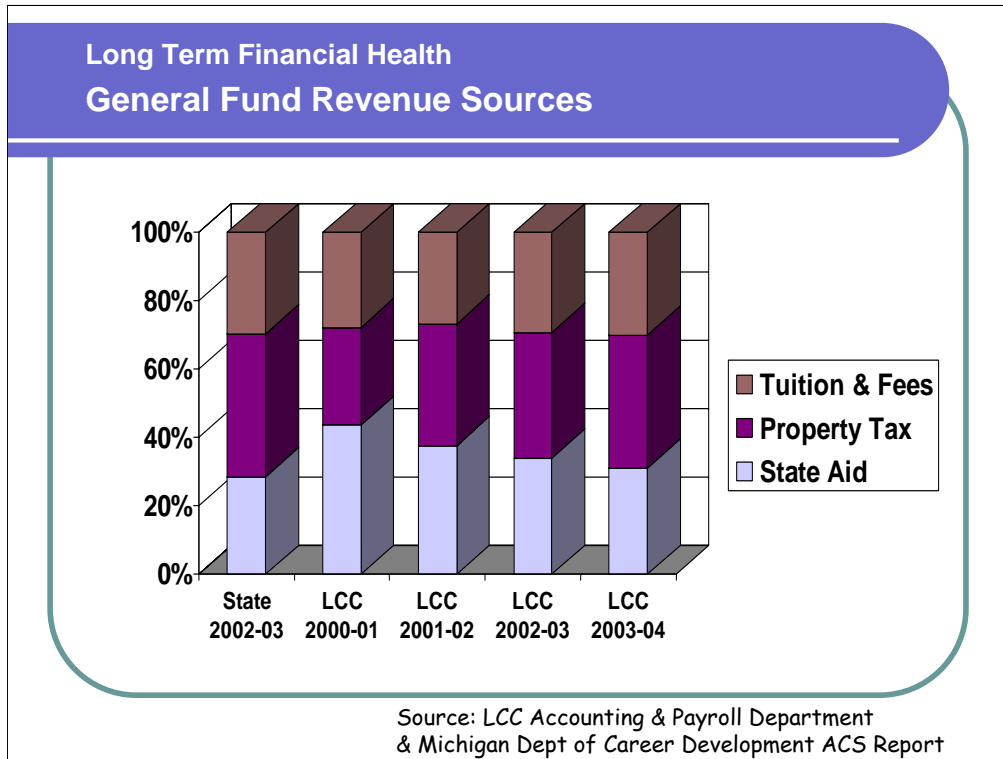
These additional revenues are needed in FY 2005 due to higher energy costs, negotiated wage and salary increases, and costs associated with opening of the new West Campus.



The model of the three-legged stool was used during strategic plan development to convey the challenges the College faced in balancing its finances. While the passage of the millage allowed us to move forward on many fronts, further expenditure reductions are needed to maintain a positive financial outlook. The College's planning and review processes must continuously identify opportunities to increase efficiencies. Low priority programs and services must be eliminated, and alternative revenue streams, must be explored.

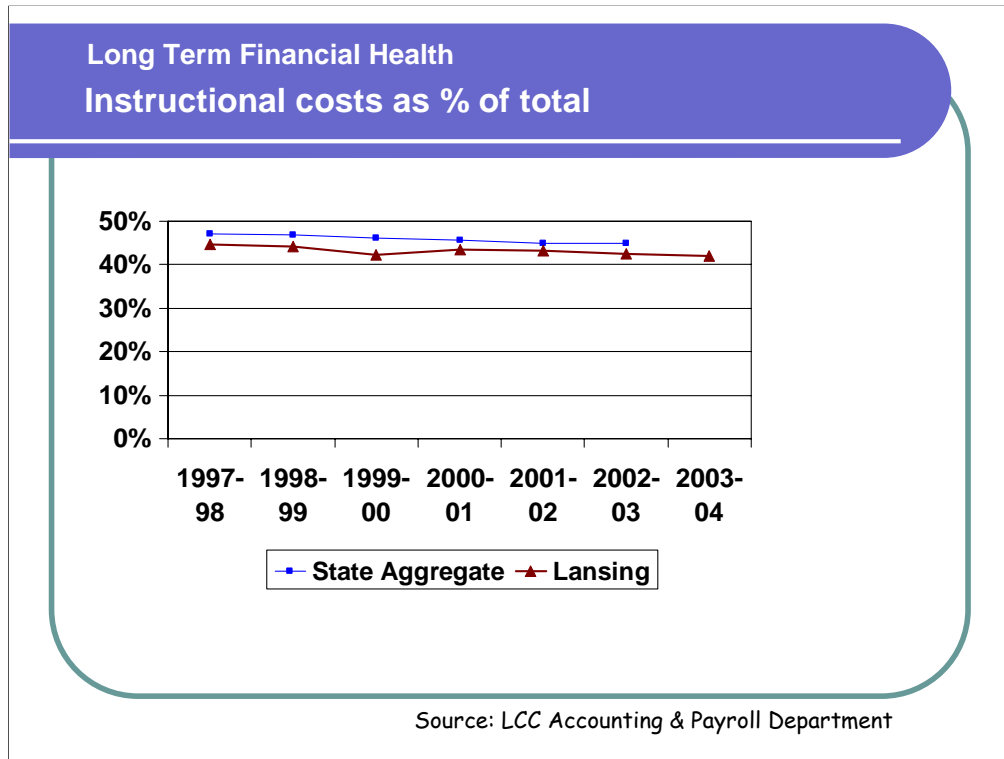
The following table shows the steady improvement in the balance between state and local sources of revenue over the past three years. With reductions in state support experienced in recent years, this balance takes on increased importance.

% of Revenue	State Aid	Tuition & Fees	Property Taxes
State Average 2002-03	27.80%	28.80%	40.50%
LCC 2000-01	41.23%	26.20%	27.00%
LCC 2001-02	35.90%	25.40%	33.90%
LCC 2002-03	30.56%	29.08%	36.23%
LCC 2003-04	30.19%	29.19%	37.52%



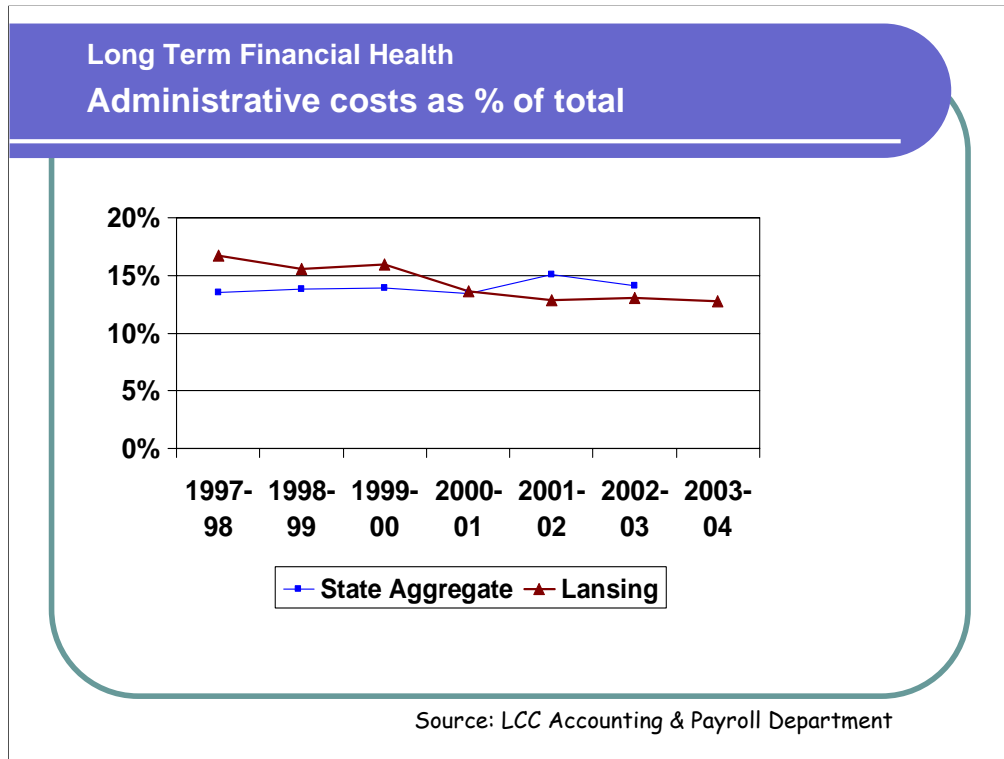
Even with the 2001 approval of an additional 1 mill in LCC's property tax rate, the College remains below the State aggregate for property taxes per Fiscal Year Equated Student (FYES). The table below shows that LCC is equal to the State in terms of total revenue per FYES when State aid, tuition and fees and property taxes are combined. It should be noted that the latest data available from the State is for FY03. With the exception of State Aid, all of the State aggregate figures are likely to increase for FY04.

Revenue per Fiscal Year Equated Student				
	State Aid	Tuition & Fees	Property Taxes	Total
State Average 2002-03	\$2,427	\$2,511	\$3,531	\$8,673
LCC 2001-02	\$3,147	\$2,230	\$2,978	\$8,355
LCC 2002-03	\$2,719	\$2,373	\$2,836	\$7,928
LCC 2003-04	\$2,644	\$2,556	\$3,285	\$8,757



The College's strategic plan called for reallocating dollars to direct instruction. This was accomplished through reductions in administrative areas, as well as a faculty bargaining agreement which increased full-time faculty salaries. The Early Retirement Incentive Plan is reducing the instructional costs by replacing higher compensated faculty with new faculty, generally paid at lower rates on the salary schedule. The College has added full-time faculty positions in recent years, and the reduction of the full-time faculty contract year to 190 days has impacted the cost of offering summer semester courses.

Across the state, the percentage of expenditures allocated to instruction has declined for each of the past seven years.



The College shifted approximately \$1,000,000 from administrative overhead functions to direct instruction in recent years. This shift began in FY01 through attrition of some positions. Institutional Administrative costs as a percentage of all expenditures dropped from 16% in FY00, to 12.8% in FY04. Statewide, institutional administrative costs have increased over the past seven years, from 12.9% in FY95 to 14.1% in FY03. The slight increase in administrative costs at LCC for FY03 were the result of the early retirement incentive expenditures during the year.

Long Term Financial Health Indebtedness

- As of June 30, 2004, the College had outstanding debt of \$58,950,000.
- Per the Community College Act, the College has excess bonding capacity of \$37,922,005.
- College Bond Ratings are Aa3 (Moody's) and AA (Standard and Poors)

The College sold \$41,705,000 in bonds in February 2002, and an additional \$20,975,000 in April 2003. Proceeds from these bond sales will fund approximately two-thirds of the College's planned \$89.8 million facilities master plan.

The College's bonding capacity is based on a formula that considers the community college district's State Equalized Value:

<i>LCC's Taxable value (as of June 2004)</i>	\$9,562,200,506
1.5% of first \$250,00,000 =	\$3,750,000
Excess SEV over \$250,000,000	\$9,312,200,506
x 1% of excess SEV	\$93,122,005
Total Bond Capacity	\$96,872,005
Current Indebtedness	\$58,950,000
<i>Unused Capacity</i>	\$37,922,005

Financial Audits

- Cash flow
- Cash flow balance
- Purchases from minority and women-owned vendors
- Purchases from in-district vendors

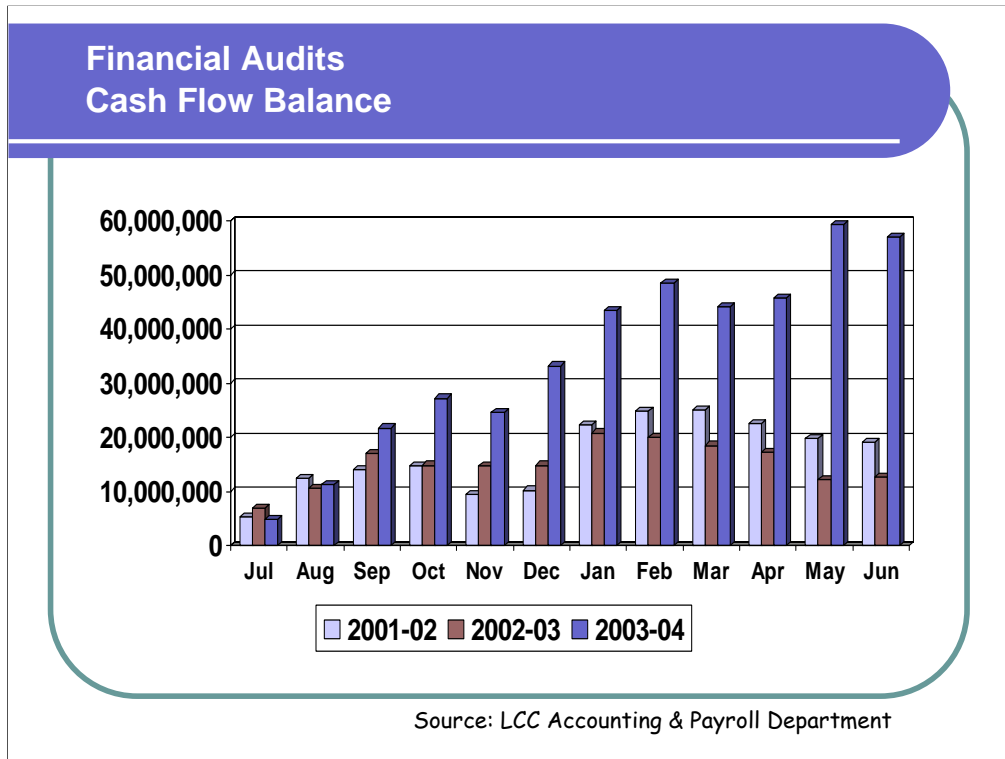
For 47 years, the College has submitted financial audits in accordance with State of Michigan guidelines on financial reporting and generally accepted accounting principles.

Financial Audits Cash Flow, FY 2004

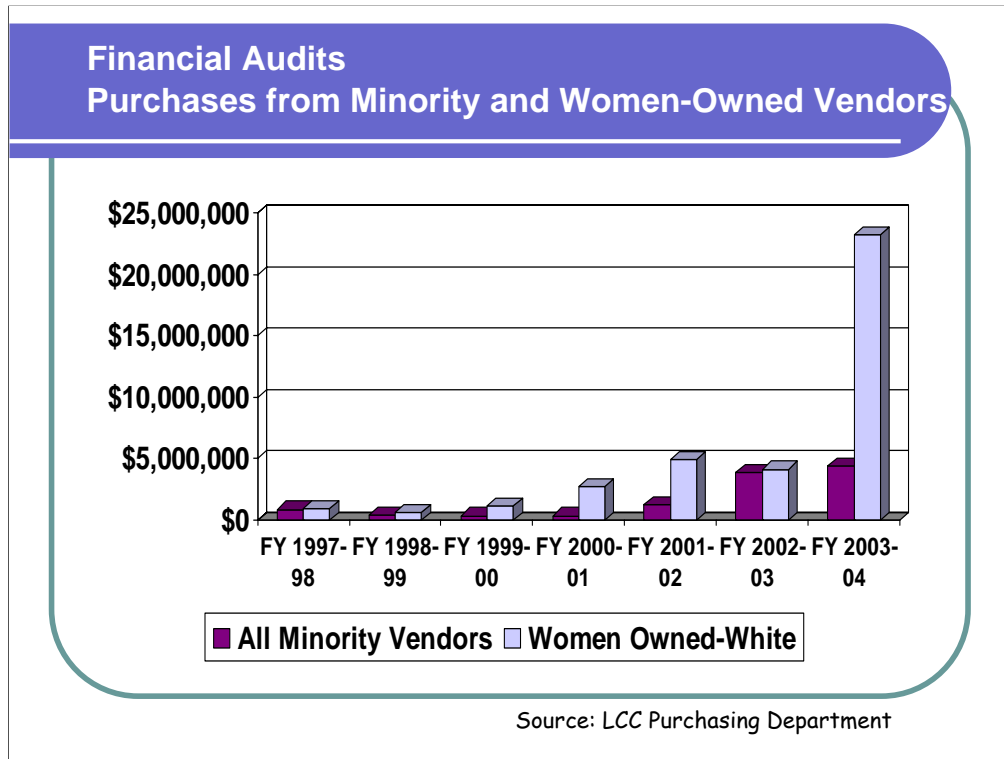
	Cash In	Cash Out	Balance
July	15,981,877	11,185,743	4,796,134
August	28,155,317	21,695,406	11,256,045
September	46,422,940	35,964,155	21,714,830
October	29,749,405	24,223,818	27,240,417
November	9,104,977	11,838,820	24,506,574
December	23,919,108	15,216,433	33,209,249
January	26,998,310	16,849,374	43,358,185
February	17,436,158	12,270,508	48,523,835
March	12,180,693	16,607,982	44,096,546
April	18,364,531	16,739,110	45,721,967
May	23,005,570	9,313,067	59,414,470
June	11,098,755	13,498,281	57,014,944

Source: LCC Accounting & Payroll Department

The table above presents cash flow at the end of each month, so it should be noted that it is a “snap shot” of the College’s cash position at one point in time. The College’s cash flow picture for the current fiscal year has been impacted by construction activity in addition to the ongoing cash flow needs of the College to pay employees and suppliers. Funds are transferred to the general fund checking account from bond and other investment accounts for disbursement. Disbursements in the first four months of the current fiscal year (FY 2005) totaled \$55 million.



The College has maintained positive cash flows and has not needed to borrow money to meet cash flow needs. As stated on the previous page, the variation in cash flow for the most recent fiscal year is due to larger cash needs for construction purposes. By October 2004, the College's cash flow balance was more in line with prior fiscal year month end balances, which will be reflected in the cash flow presentation next year.

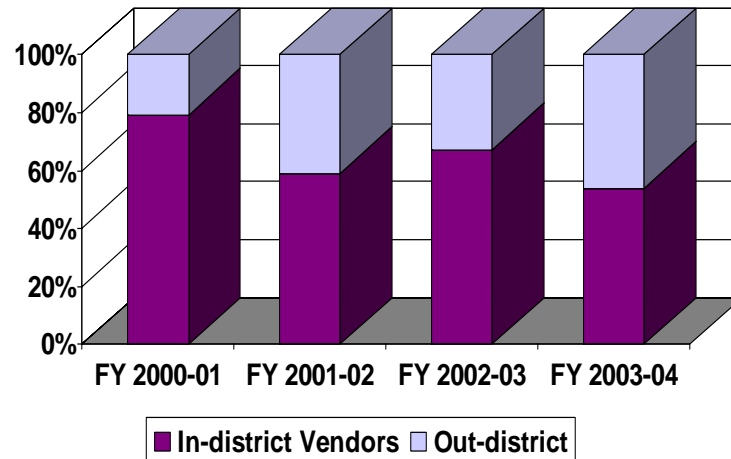


The College has emphasized purchasing from minority and women-owned businesses. The large increase in purchases for FY04 is attributable to construction expenditures, particularly at the West Campus. Businesses owned by white females made up approximately 24% of total College purchases of nearly \$96,000,000. Following the standard developed by the Michigan Minority Business Development Council (MMBDC), numbers are reported the year in which dollars are awarded to minority suppliers, versus when they are paid.

Purchasing staff are active participants in the Michigan Minority Business Development Council and the Lansing Regional Chamber of Commerce Diversity Task Force, and annually participate in the following:

- Hispanic Chamber of Commerce Matchmaker
- Lansing School District Supplier Diversity Fair
- Minority Business Symposium and Mini-Expo Sponsored by the Lansing Regional Small Business Development Center
- LCC Office of Equal Opportunity luncheon for suppliers.

Financial Audits Purchases from In-district Vendors



Source: LCC Purchasing Department

Dollars reflect all purchase orders issued and purchasing card purchases made during the fiscal year. Overall, the College spent almost \$96 million on goods and services in FY 2004, more than double the amount spent in FY 2003 (\$40.9 million). Again, this is attributable to the large amount spent for construction. The majority of those dollars were spent with in-district suppliers.

Long term outlook

- Prepare for continued reductions in State appropriations
- Continue to reduce overhead costs as a percentage of the budget
- Rebuild unallocated fund balance