



**Lansing Community College**  
**Board of Trustees**

**Regular Meeting**  
**January 26, 2026**  
**6:00 p.m.**



## BOARD OF TRUSTEES & PRESIDENT



**Angela Mathews**  
*Chair*  
2023 - 2028



**Steve Robinson, Ph.D.**  
*President of the College*



**Terrence L. Frazier**  
*Vice Chair*  
2025 - 2030



**Robert E. Proctor**  
*Treasurer*  
2023 - 2028



**LaShunda Thomas**  
*Secretary*  
2021 - 2026



**Noel Garcia, Jr.**  
*Trustee*  
2025 - 2028



**Hope M. Lovell**  
*Trustee*  
2025 - 2026



**Chatum Taylor**  
*Trustee*  
2025 - 2030





# *Mutual Commitments* *LCC Board OF Trustees*

*We, the LCC Board of Trustees, will*

Uphold the public's trust

Understand, then to be understood

Attend meetings & be prepared to fully engage

Keep confidential matters confidential

Avoid conflicts of interest & act in an ethical manner

Refrain from personal comments & respect others' views

Present views positively & constructively

Vote our conscience & honor final Board decisions

Build strong relationships with Trustees and President

Seek views of other Trustees

Seek & accept constructive comment

Trust each other & be worthy of that trust

Honor the roles of Trustees, the Chair and President

Respect the role of Chair as Board spokesperson

Support the role of President as College spokesperson

Continually learn through professional development

Reflect as a means to grow and improve

Be role models for students

*Adopted June 18, 2007*





## **AGENDA**

### BOARD OF TRUSTEES MEETING

January 26, 2026

ADM Boardroom

6:00 p.m.

### **Regular Meeting**

- I. Call to Order by Chair
- II. Roll Call by Executive Assistant/Liaison to the Board
- III. Pledge of Allegiance
  - A. Chatum Taylor
- IV. Special Presentations
  - A. Michigan Community College Association - Brandy Johnson, President
- V. Approval of Minutes
  - A. December 15, 2025, Regular Board of Trustees Meeting
- VI. Additions/Deletions to the Agenda
- VII. Limited Public Comment Regarding Agenda Items
- VIII. President's Report
- IX. Consent Agenda – Action Items
  - A. 2026 – 27 Course Fees
  - B. Board of Trustees Employees
    1. Expenses – December 2025
    2. Time Reporting – January 2026
- X. Trustee-Generated Idea and Initiative
  - A. Needs Analysis on Recommendations Outlined in Response to Book Stipend TGI
- XI. Monthly Monitoring Report
  - A. Monthly Financial Statements
  - B. Monthly Police Department Report



C. Strategic Plan 2025 – 2027 Progress Report

D. Visitor Access Update

XII. Linkage Planning/Implementation

A. Chair's Report

1. Conflict of Interest Disclosure Statement

2. Review of the Annual Board of Trustees Planning Cycle

B. Committee Reports

1. Audit Committee – *Robert Proctor*

a. Single Audit Act Compliance Report

2. Policy Committee – *Robert Proctor*

C. Board Members Report

1. Foundation Board Report – *Terrence Frazier & Noel Garcia, Jr.*

XIII. Unfinished Business

XIV. New Business

XV. Public Comment

XVI. Board Comments

XVII. Closed Session

XVIII. Adjournment



# **Approval of Minutes**





LANSING COMMUNITY COLLEGE  
BOARD OF TRUSTEES  
ADM Building Boardroom

December 15, 2025

**Regular Meeting**  
Unadopted Meeting Minutes

**Call to Order**

The meeting was called to order at 6:05 p.m.

**Roll Call**

Present: Frazier, Garcia, Lovell, Mathews, Proctor, Taylor, Thomas

Absent: None

**Pledge of Allegiance**

Trustee Frazier led the Pledge of Allegiance.

**Approval of Minutes**

IT WAS MOVED BY Trustee Thomas and seconded by Trustee Garcia that the minutes of the November 17, 2025, Regular Board of Trustees meeting be adopted.

Roll call vote:

Ayes: Frazier, Lovell, Garcia, Proctor, Mathews, Taylor, Thomas

Nays: None

Absent: None

The motion carried.

**Additions/Deletions to the Agenda**

There were no additions or deletions to the meeting agenda.

**Limited Public Comment Regarding Agenda Items**

There were no Limited Public Comments Regarding Agenda Items.



## Linkage Planning/Implementation

### Community Linkage – President’s Report

President Robinson presented the December 2025 President’s report to the Board.

### Action Items – Consent Agenda

The following items were presented under the consent agenda:

- A. 2026 Audit Committee Meeting Calendar
- B. 2026 Regular Board of Trustees Meeting Calendar
- C. Board of Trustees Employees
  - 1. Expenses – November 2025
  - 2. Time Reporting – December 2025
- D. Cooperative Purchase
  - 1. Managed Print Services and Supplies
- E. Request for Proposal
  - 1. Temporary Employment Services
- F. Sole Source Purchase
  - 1. Data Center Maintenance
  - 2. Sierra Library System

IT WAS MOVED BY Trustee Lovell and seconded by Trustee Taylor that the Consent Agenda be approved.

Roll call vote:

Ayes: Thomas, Garcia, Taylor, Lovell, Frazier, Proctor, Mathews

Nays: None

Absent: None

The motion carried.

### Trustee-Generated Idea

#### Update on the Trustee-Generated Idea for Campus Community and Safety Kiosk Initiative

IT WAS MOVED BY Trustee Taylor and seconded by Trustee Garcia that the Administration move forward with the six opportunities they have identified to improve access to facilities for visitors and prospective new students, and to provide monthly updates to the Board on the progress.

Roll call vote:

Ayes: Lovell, Mathews, Frazier, Garcia, Proctor, Thomas, Taylor



Nays: None  
Absent: None

The motion carried.

## **Monthly Monitoring Report**

The following Monitoring Reports were presented:

- A. Financial Statements Publication
- B. Monthly Financial Statements
- C. Monthly Police Department Report

There was a discussion on the reports presented.

## **Linkage Planning/Implementation**

### **Chair's Report**

Chair Mathews expressed appreciation for the recent events and emphasized the importance of supporting colleagues during the holidays.

### **Committee Reports – Audit Committee**

Trustee Proctor stated that the Audit Committee met on December 1, 2025, to review the following items.

1. Preparation of the Audit Committee agenda and meeting materials
2. Compensation and Reimbursement of Expenses incurred by trustees
3. Internal audit planning process

### **Board Members Report – Foundation Board Update**

Trustee Frazier announced that the Foundation received one six-figure donation, three five-figure donations, and four contributions exceeding \$5,000. He also mentioned that the Foundation Board of Directors voted last week to name a wall in the Changemaker Center, leaving two walls that still need to be named. Additionally, he noted that 275 students applied for scholarships, with the application process open until January 31. The Foundation is currently seeking scholarship reviewers.

## **Unfinished Business**

There was no Unfinished Business.



## New Business

The following is New Business for January 2026

- A. Special Presentation
  - 1. Michigan Community College Association Presentation by Brandy Johnson, President
- B. Trustee-Generated Idea and Initiative
  - 1. Needs Analysis on Recommendations Outlined in Response to Book Stipend TGI
- C. Chair's Report
  - 1. Conflict of Interest Disclosure Statement
  - 2. Review of the Annual Board of Trustees Planning Cycle

## Public Comment

There were no Public Comments.

## Board Comments

Comments were made by Trustees Taylor and Frazier.

## Closed Session

IT WAS MOVED BY Trustee Frazier and seconded by Trustee Lovell to enter into a Closed Session for the purpose of discussing the President's yearly performance review, as requested by him to be undertaken in a closed session. This is in accordance with Section 8 (a) of the Michigan OMA.

Roll call vote:

Ayes: Proctor, Garcia, Thomas, Mathews, Taylor, Frazier, Lovell

Nays: None

Absent: None

The motion carried.

The Board entered into a closed session at 6:52 p.m.

The Board returned to the open session at 7:29 p.m.

Roll Call

Present: Frazier, Garcia, Lovell, Mathews, Proctor, Taylor, Thomas

Absent: None



IT WAS MOVED BY Trustee Frazier and seconded by Trustee Taylor that the Board increase the President's annual salary to \$302,848 and extend his employment term to June 30, 2030, effective January 1, 2026.

Roll call vote:

Ayes: Taylor, Proctor, Lovell, Garcia, Thomas, Mathews, Frazier

Nays: None

Absent: None

The motion carried.

## Adjournment

IT WAS MOVED BY Trustee Thomas and seconded by Trustee Frazier that the meeting be adjourned.

Ayes: Mathews, Lovell, Thomas, Frazier, Garcia, Proctor, Taylor

Nays: None

Absent: None

The motion carried.

The meeting adjourned at 7:31 p.m.

Submitted,

  
Executive Assistant/Liaison to the Board  
Benita Duncan



# **Consent Agenda Action Items**



**Lansing Community College – Board of Trustees  
January 26, 2026**

**Agenda Item: 2026-27 Course Fees**

**Presented for Action**

**PURPOSE**

To assess course fees for new courses and to adjust existing course fees in order for revenue to be aligned with the actual expenses necessary to provide appropriate instruction in individual courses.

**BACKGROUND**

Course fees are determined with consideration of maintaining a technology-rich environment; improving LCC's programs; complying with accrediting body requirements; and providing the necessary instruction for student success, while maintaining the College's affordability and fiscal responsibility. Course fees are composed of the cost of classroom supplies and materials, the maintenance of laboratory equipment, and additional personnel required to provide high-quality instruction and meet accreditation standards. Increases in course fees reflect rising costs in these areas.

The process for assessing and determining course fees is centrally coordinated by Financial Services, with the academic divisions completing analyses of all courses and programs, including the related costs to deliver them. The results of this analysis are reviewed with the Provost/Senior Vice President of Academic Affairs, Academic Deans, Chief Financial Officer, and Controller. Existing course fees were evaluated, and new course fees were developed.

The total expected course fee revenue is budgeted as part of Tuition and Fees in the General Fund and used to fund the operational expenses of the academic areas. Although more individual course fees increased than decreased, course fee revenue changes are offset by the estimated course costs, therefore it remains budget neutral.

Presented for action in this item are: Course Fee Recommendations for New Courses and Course Fee Change Recommendations for Existing Courses.

**IMPLICATIONS**

**Financial:**

The new course fees and course fee changes align the costs associated with offering these courses.



**Strategic Plan:**

The course fees support the Achieving Academic Excellence with Purpose & Equity goal by ensuring that adequate instructional resources are available for students.

**Human Resources:**

There are no human resources implications.

**RISKS**

N/A

**OTHER OPTIONS/ALTERNATIVES**

N/A

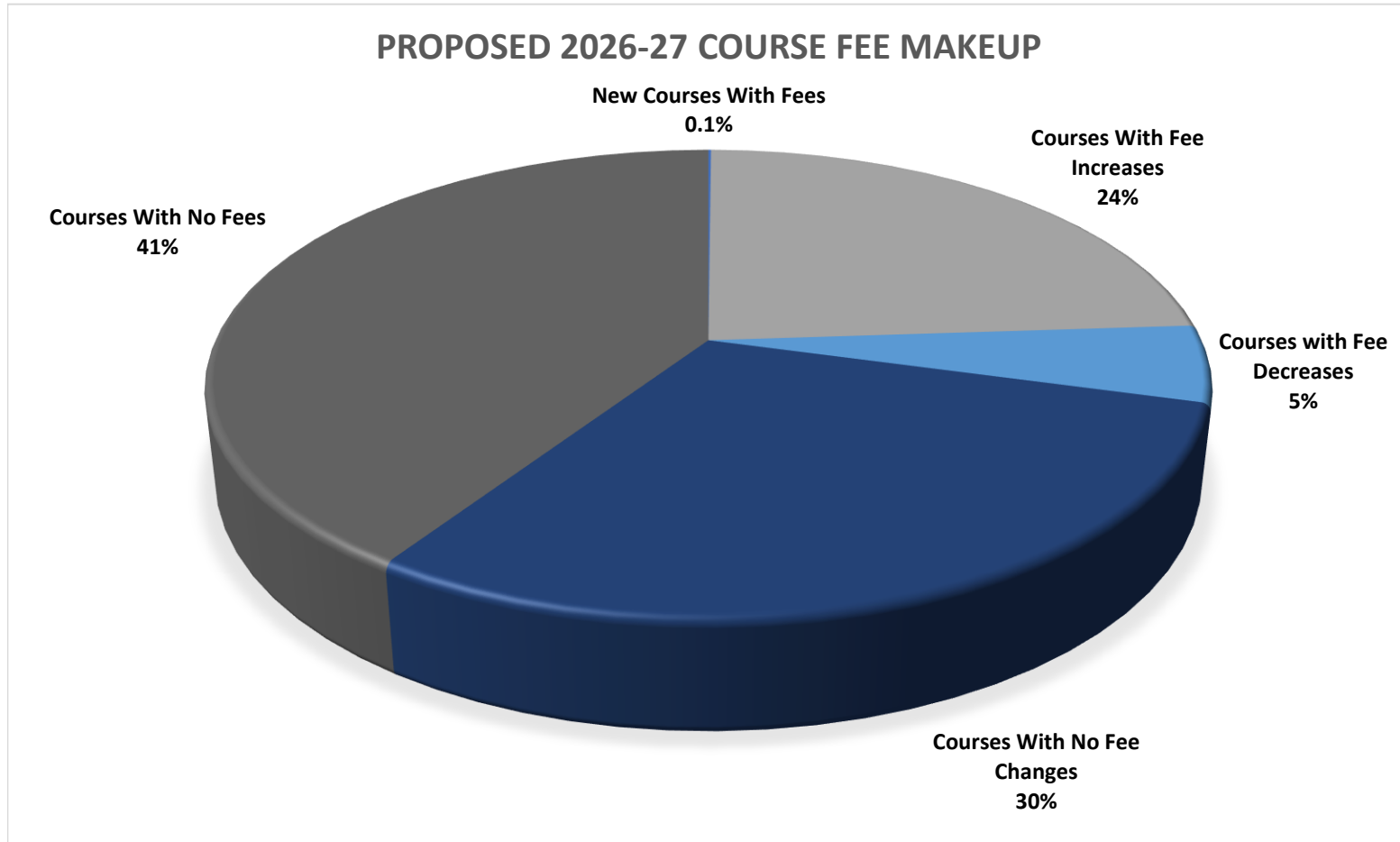
**RECOMMENDATIONS**

That the Board approves the Course Fee Recommendations for New Courses and Course Fee Change Recommendations for Existing Courses.

**ATTACHMENTS:**

1. Attachment A – Proposed 2026-27 Course Fee Makeup
2. Attachment B – Course Fee Recommendations for New Courses
3. Attachment C – Course Fee Change Recommendations for Existing Courses







Attachment B – Course Fee Recommendations for New Courses

Division	Course Code	Course Title	Proposed Course Fee	Effective	Course Fee Make Up
TC	WELD221	General Fabrication	\$ 470	Fall 2026	Class Materials/Personnel



Attachment C – Course Fee Change Recommendations for Existing Courses

Division	Course Code	Course Title	Current Course Fee	Proposed New Course Fee	Effective
A&S	ACCG210	Principles of Financial Accg	\$ 112	\$ 130	Fall 2026
A&S	ACCG211	Principles of Managerial Accg	\$ 92	\$ 110	Fall 2026
A&S	ARTS131	Drawing I	\$ 8	\$ 20	Fall 2026
A&S	ARTS132	Figure Drawing	\$ 53	\$ 129	Fall 2026
A&S	ARTS151	Color	\$ 30	\$ 25	Fall 2026
A&S	ARTS200	Painting I	\$ 15	\$ 20	Fall 2026
A&S	ARTS240	Art for Elementary Teachers	\$ 30	\$ 40	Fall 2026
A&S	BIOL120	Environmental Science	\$ 41	\$ 43	Fall 2026
A&S	BIOL121	Biol Foundation for Physiology	\$ 42	\$ 46	Fall 2026
A&S	BIOL125	Intro Biology for Non-Majors	\$ 77	\$ 85	Fall 2026
A&S	BIOL127	Cell Biology	\$ 64	\$ 86	Fall 2026
A&S	BIOL128	Organismal Biology	\$ 59	\$ 65	Fall 2026
A&S	BIOL145	Intro Anatomy and Physiology	\$ 42	\$ 52	Fall 2026
A&S	BIOL201	Human Anatomy	\$ 44	\$ 48	Fall 2026
A&S	BIOL202	Human Physiology	\$ 42	\$ 46	Fall 2026
A&S	BIOL204	Microbiology Laboratory	\$ 121	\$ 125	Fall 2026
A&S	BIOL210	Natural Resource Conservation	\$ 53	\$ 56	Fall 2026
A&S	BIOL260	Botany	\$ 74	\$ 77	Fall 2026
A&S	BIOL275	Molecular Biology I	\$ 119	\$ 134	Fall 2026
A&S	BIOL276	Molecular Biology II	\$ 128	\$ 138	Fall 2026
A&S	CHEM135	Chemistry in Society	\$ 70	\$ 75	Fall 2026
A&S	CHEM161	General Chemistry Lab I	\$ 84	\$ 91	Fall 2026
A&S	CHEM162	General Chemistry Lab II	\$ 79	\$ 85	Fall 2026
A&S	CHEM192	Intro Organic Chem Lab	\$ 84	\$ 88	Fall 2026
A&S	CHEM262	Quantitative Analysis	\$ 84	\$ 90	Fall 2026
A&S	CHEM272	Organic Chemistry Laboratory	\$ 131	\$ 136	Fall 2026
A&S	DMAC131	Digital Cinematography I	\$ 75	\$ 225	Fall 2026
A&S	DMAC231	Digital Cinematography II	\$ 95	\$ 250	Fall 2026
A&S	GEOG206	Physical Geography	\$ 37	\$ 12	Fall 2026
A&S	GEOL221	Physical Geology	\$ 30	\$ 36	Fall 2026
A&S	GEOL222	Historical Geology	\$ 45	\$ 51	Fall 2026
A&S	GEOL230	Environmental Geology	\$ 45	\$ 51	Fall 2026
A&S	ISCI121	Physical Science Concepts	\$ 52	\$ 58	Fall 2026
A&S	ISCI131	Integrated Physical Science	\$ 53	\$ 57	Fall 2026
A&S	ISCI245	S.T.E.M. Workplace Practices	\$ 53	\$ 61	Fall 2026
A&S	MGMT224	Human Resource Management	\$ 137	\$ -	Fall 2026
A&S	MGMT225	Principles of Mgmt/Leadership	\$ 39	\$ 40	Fall 2026
A&S	MGMT337	Strategic Human Resource Mgmt	\$ 137	\$ -	Fall 2026
A&S	MUSC124	Multi-Instrumental Music Ensem	\$ 5	\$ 30	Fall 2026
A&S	MUSC237	Musical Theater Performance	\$ 40	\$ 50	Fall 2026
A&S	PHYS252	Physics II with Calculus	\$ 57	\$ 69	Fall 2026
HHS	CHDV100	Foundations Early Childhood Ed	\$ 144	\$ 160	Fall 2026



Division	Course Code	Course Title	Current Course Fee	Proposed New Course Fee	Effective
HHS	CHDV101	Child Growth/Develop: 0-12 Yrs	\$ 144	\$ 160	Fall 2026
HHS	CHDV111	Child Guidance/Communication	\$ 631	\$ 700	Fall 2026
HHS	CHDV122	Creativity and Play	\$ 144	\$ 160	Fall 2026
HHS	CHDV123	Literacy and Play	\$ 144	\$ 160	Fall 2026
HHS	CHDV124	Young Investigators: Math/Sci	\$ 144	\$ 160	Fall 2026
HHS	CHDV129	Caring for Youngest Learners	\$ 144	\$ 160	Fall 2026
HHS	CHDV132	Leadership Early Childhood Ed	\$ 144	\$ 160	Fall 2026
HHS	CHDV135	Inclusion for Every Learner	\$ 144	\$ 160	Fall 2026
HHS	CHDV215	Infant Toddler Program Dev	\$ 631	\$ 700	Fall 2026
HHS	CHDV220	Preschool Curriculum Approach	\$ 631	\$ 700	Fall 2026
HHS	CHDV222	Caring for School-Age Children	\$ 144	\$ 160	Fall 2026
HHS	CHDV284	Early Childhood Practicum	\$ 700	\$ 777	Fall 2026
HHS	CHSE100	Intro to Health Professions	\$ 62	\$ 58	Fall 2026
HHS	CHSE108	Long-Term Care Nurse Aide	\$ 477	\$ 501	Fall 2026
HHS	CHSE109	LTC to Acute Care Completion	\$ 85	\$ 81	Fall 2026
HHS	CHSE114	Pathophysiology-Allied Health	\$ 62	\$ 58	Fall 2026
HHS	CHSE117	Health Law and Ethics	\$ 62	\$ 58	Fall 2026
HHS	CHSE120	Medical Terminology	\$ 62	\$ 58	Fall 2026
HHS	CHSE123	Medical Ins Billing/Coding I	\$ 62	\$ 58	Fall 2026
HHS	CHSE124	Medical Ins Billing/Coding II	\$ 62	\$ 58	Fall 2026
HHS	CHSE125	Comp-Med Ins Billing/Coding	\$ 82	\$ 78	Fall 2026
HHS	CHSE127	Medical Ins Billing/Coding III	\$ 178	\$ 90	Fall 2026
HHS	CHSE131	Electronic Hlth Records Intro	\$ 78	\$ 74	Fall 2026
HHS	CHSE133	Med Bill/Code Cert Exam Prep	\$ 62	\$ 58	Fall 2026
HHS	CHSE136	EKG Technician	\$ 170	\$ 269	Fall 2026
HHS	CHSE143	Phlebotomy Technician	\$ 202	\$ 295	Fall 2026
HHS	CHSE144	Phlebotomy Externship	\$ 177	\$ 270	Fall 2026
HHS	CHSE151	Patient Care Technician	\$ 567	\$ 619	Fall 2026
HHS	CHSE235	Pharmacy Technician	\$ 186	\$ 279	Fall 2026
HHS	CHSE236	Pharmacy Technician Externship	\$ 150	\$ 243	Fall 2026
HHS	DENT144	PreClinic Dental Hyg Practice	\$ 2,998	\$ 3,157	Fall 2026
HHS	DENT146	Head, Neck & Oral Anatomy	\$ 545	\$ 573	Fall 2026
HHS	DENT148	Dental Radiography	\$ 555	\$ 608	Fall 2026
HHS	DENT154	Clinical Dental Hygiene I	\$ 2,981	\$ 3,147	Fall 2026
HHS	DENT174	Clinical Dental Hygiene II	\$ 1,629	\$ 1,717	Fall 2026
HHS	DENT176	Dental Materials & Methods	\$ 634	\$ 668	Fall 2026
HHS	DENT240	Anxiety & Pain Control Mgmt	\$ 683	\$ 708	Fall 2026
HHS	DENT244	Clinical Dental Hygiene III	\$ 3,985	\$ 4,228	Fall 2026
HHS	DENT248	Dental Public Health & Educ	\$ 291	\$ 294	Fall 2026
HHS	DENT254	Clinical Dental Hygiene IV	\$ 3,664	\$ 3,908	Fall 2026
HHS	EMTA100	Emergency Medical Responder	\$ 395	\$ 398	Fall 2026
HHS	EMTA121	EMT Medical Trauma	\$ 381	\$ 353	Fall 2026
HHS	EMTA122	EMT Skills	\$ 1,148	\$ 1,387	Fall 2026



Division	Course Code	Course Title	Current Course Fee	Proposed New Course Fee	Effective
HHS	EMTA125	EMT Clinical	\$ 1,463	\$ 1,389	Fall 2026
HHS	EMTA222	EMS Instructor-Coordinator	\$ 270	\$ 338	Fall 2026
HHS	EMTA224	EMS Instr-Coord Student Teach	\$ 270	\$ 338	Fall 2026
HHS	GERO100	Introduction to Human Aging	\$ 71	\$ 134	Fall 2026
HHS	HUSE100	Introduction to Human Services	\$ 65	\$ 128	Fall 2026
HHS	HUSE105	Personal Dynamics/Interviewing	\$ 65	\$ 128	Fall 2026
HHS	HUSE110	Child Abuse and Neglect	\$ 65	\$ 128	Fall 2026
HHS	HUSE242	The Family: Addiction/Violence	\$ 68	\$ 131	Fall 2026
HHS	HUSE282	Human Services Practicum I	\$ 93	\$ 208	Fall 2026
HHS	IDMS170	Intro to Ultrasound Knobology	\$ 659	\$ 671	Fall 2026
HHS	IDMS200	Sonographic Introduction	\$ 161	\$ 202	Fall 2026
HHS	IDMS201	General Sonography I: Abdomen	\$ 288	\$ 329	Fall 2026
HHS	IDMS202	OB/GYN Sonography I	\$ 288	\$ 329	Fall 2026
HHS	IDMS234	Sonographic Physics	\$ 161	\$ 202	Fall 2026
HHS	IDMS245	Sonographic Instrumentation	\$ 161	\$ 202	Fall 2026
HHS	IDMS250	Vascular Technology I	\$ 489	\$ 530	Fall 2026
HHS	IDMS251	Vascular Technology II	\$ 161	\$ 202	Fall 2026
HHS	IDMS255	Vascular Scan Lab I	\$ 855	\$ 867	Fall 2026
HHS	IDMS256	Vascular Scan Lab II	\$ 552	\$ 639	Fall 2026
HHS	IDMS265	General Sonography II	\$ 161	\$ 202	Fall 2026
HHS	IDMS266	OB/GYN Sonography II	\$ 161	\$ 202	Fall 2026
HHS	IDMS270	Sonographic Positioning I	\$ 927	\$ 981	Fall 2026
HHS	IDMS271	Sonographic Positioning II	\$ 704	\$ 723	Fall 2026
HHS	IDMS280	Clinical Experience I	\$ 1,027	\$ 1,070	Fall 2026
HHS	IDMS281	Clinical Experience II	\$ 929	\$ 972	Fall 2026
HHS	IDMS282	Clinical Experience III	\$ 1,029	\$ 1,297	Fall 2026
HHS	IRXT105	Introduction to Imaging	\$ 287	\$ 308	Fall 2026
HHS	IRXT111	Radiographic Positioning I	\$ 477	\$ 549	Fall 2026
HHS	IRXT112	Radiographic Positioning II	\$ 477	\$ 549	Fall 2026
HHS	IRXT116	Patient Care in Radiography	\$ 240	\$ 270	Fall 2026
HHS	IRXT140	Image Analysis	\$ 250	\$ 280	Fall 2026
HHS	IRXT144	Digital Imaging and Exposure	\$ 200	\$ 210	Fall 2026
HHS	IRXT170	Clinical Practice I	\$ 398	\$ 408	Fall 2026
HHS	IRXT172	Clinical Practice II	\$ 388	\$ 398	Fall 2026
HHS	IRXT200	Intro to Radiologic Pathology	\$ 200	\$ 210	Fall 2026
HHS	IRXT214	Comprehensive Experience I	\$ 463	\$ 473	Fall 2026
HHS	IRXT215	Comprehensive Experience II	\$ 388	\$ 398	Fall 2026
HHS	IRXT222	Radiobiology and Protection	\$ 200	\$ 210	Fall 2026
HHS	IRXT224	Radiologic Physics	\$ 200	\$ 210	Fall 2026
HHS	IRXT280	Radiologic Tech Board Review	\$ 400	\$ 430	Fall 2026
HHS	MEDA110A	Intro MA Med Terms & Pathology I	\$ 83	\$ 111	Fall 2026
HHS	MEDA110B	Intro MA Med Terms & Pathology II	\$ 83	\$ 111	Fall 2026
HHS	MEDA126A	MA Administrative Skills I	\$ 135	\$ 111	Fall 2026



Division	Course Code	Course Title	Current Course Fee	Proposed New Course Fee	Effective
HHS	MEDA126B	MA Administrative Skills II	\$ 135	\$ 111	Fall 2026
HHS	MEDA135	MA Pharmacology & Med Math	\$ 165	\$ 221	Fall 2026
HHS	MEDA145	Legal & Ethical Concepts	\$ 165	\$ 221	Fall 2026
HHS	MEDA156A	MA Clinical Procedures IA	\$ 321	\$ 447	Fall 2026
HHS	MEDA156B	MA Clinical Procedures IB	\$ 321	\$ 447	Fall 2026
HHS	MEDA166	MA Clinical Procedures II	\$ 357	\$ 448	Fall 2026
HHS	MEDA175	MA Certification Review	\$ 165	\$ 221	Fall 2026
HHS	MEDA177A	MA Practicum Immersion I	\$ 173	\$ 264	Fall 2026
HHS	MEDA177B	MA Practicum Immersion II	\$ 173	\$ 264	Fall 2026
HHS	MSGE110	Massage for Beginners	\$ 111	\$ 117	Fall 2026
HHS	MSGE131	Massage I	\$ 223	\$ 228	Fall 2026
HHS	MSGE132A	Anatomy/Physiology Massage I	\$ 106	\$ 112	Fall 2026
HHS	MSGE132B	Anatomy/Physiology Massage II	\$ 106	\$ 112	Fall 2026
HHS	MSGE137	Medical Terminology in Massage	\$ 106	\$ 112	Fall 2026
HHS	MSGE139A	Pathology for Massage I	\$ 106	\$ 112	Fall 2026
HHS	MSGE139B	Pathology for Massage II	\$ 106	\$ 112	Fall 2026
HHS	MSGE141	Massage Clinic I	\$ 233	\$ 170	Fall 2026
HHS	MSGE151B	Event Massage	\$ 111	\$ 112	Fall 2026
HHS	MSGE151D	Special Populations	\$ 111	\$ 112	Fall 2026
HHS	MSGE231	Massage II	\$ 126	\$ 122	Fall 2026
HHS	MSGE232	Massage III	\$ 126	\$ 122	Fall 2026
HHS	MSGE241	Massage Clinic II	\$ 228	\$ 167	Fall 2026
HHS	MSGE242	Massage Clinic III	\$ 244	\$ 182	Fall 2026
HHS	MSGE254	Busn App for Massage	\$ 106	\$ 112	Fall 2026
HHS	MSGE256	Clinical Assess for Massage	\$ 111	\$ 112	Fall 2026
HHS	MSGE258	Career Longevity	\$ 111	\$ 112	Fall 2026
HHS	NURS201	Patient-Centered Care	\$ 234	\$ 249	Fall 2026
HHS	NURS210	Transition to Prof Nursing	\$ 2,155	\$ 2,413	Fall 2026
HHS	NURS211	Intro to Nursing Practice	\$ 2,448	\$ 2,714	Fall 2026
HHS	NURS212	Concepts of Pharmacology	\$ 113	\$ 114	Fall 2026
HHS	NURS221	Nursing Practice I	\$ 1,268	\$ 1,494	Fall 2026
HHS	NURS222	Childbearing Families	\$ 676	\$ 870	Fall 2026
HHS	NURS231	Nursing Practice II	\$ 1,201	\$ 1,548	Fall 2026
HHS	NURS232	Children and Their Families	\$ 663	\$ 855	Fall 2026
HHS	NURS241	Nursing Practice III	\$ 1,455	\$ 1,772	Fall 2026
HHS	NURS242	Professional Practice	\$ 193	\$ 200	Fall 2026
HHS	PARA221	Paramedic Medical Trauma I	\$ 343	\$ 346	Fall 2026
HHS	PARA221A	Medical Trauma IA	\$ 176	\$ 177	Fall 2026
HHS	PARA222	Paramedic Medical Trauma II	\$ 343	\$ 346	Fall 2026
HHS	PARA222B	Medical Trauma IIB	\$ 176	\$ 177	Fall 2026
HHS	PARA222C	Medical Trauma IIC	\$ 168	\$ 169	Fall 2026
HHS	PARA231	Paramedic Cardiology I	\$ 339	\$ 342	Fall 2026
HHS	PARA231A	Cardiology IA	\$ 172	\$ 173	Fall 2026



Division	Course Code	Course Title	Current Course Fee	Proposed New Course Fee	Effective
HHS	PARA231B	Cardiology IB	\$ 168	\$ 169	Fall 2026
HHS	PARA232	Paramedic Cardiology II	\$ 675	\$ 352	Fall 2026
HHS	PARA232A	Cardiology IIA	\$ 172	\$ 173	Fall 2026
HHS	PARA232B	Cardiology IIB	\$ 168	\$ 169	Fall 2026
HHS	PARA241	Paramedic Pharmacology I	\$ 339	\$ 342	Fall 2026
HHS	PARA241B	Pharmacology IB	\$ 172	\$ 173	Fall 2026
HHS	PARA242	Paramedic Pharmacology II	\$ 339	\$ 342	Fall 2026
HHS	PARA242A	Pharmacology IIA	\$ 170	\$ 171	Fall 2026
HHS	PARA242B	Pharmacology IIB	\$ 170	\$ 171	Fall 2026
HHS	PARA251	Paramedic Skills I	\$ 1,734	\$ 1,766	Fall 2026
HHS	PARA251B	Skills IB	\$ 943	\$ 997	Fall 2026
HHS	PARA252	Paramedic Skills II	\$ 1,598	\$ 1,702	Fall 2026
HHS	PARA252A	Skills IIA	\$ 812	\$ 864	Fall 2026
HHS	PARA252B	Skills IIB	\$ 812	\$ 864	Fall 2026
HHS	PARA261	Paramedic Clinical I	\$ 1,592	\$ 1,524	Fall 2026
HHS	PARA262	Paramedic Clinical II	\$ 1,663	\$ 1,623	Fall 2026
HHS	PARA262A	Clinical IIA	\$ 623	\$ 616	Fall 2026
HHS	PARA262B	Clinical IIB	\$ 623	\$ 616	Fall 2026
HHS	PARA262C	Clinical IIC	\$ 555	\$ 541	Fall 2026
HHS	PARA263	Paramedic Internship	\$ 1,329	\$ 1,255	Fall 2026
HHS	PFHW123	Human Nutrition	\$ 57	\$ 58	Fall 2026
HHS	PFHW163	Healthy Lifestyles	\$ 61	\$ 62	Fall 2026
HHS	PFHW181	Stress Management	\$ 51	\$ 52	Fall 2026
HHS	PFCN106	Group Fitness Instructor Prep	\$ 61	\$ 64	Fall 2026
HHS	PFCN170	Foundations of Kinesiology	\$ 51	\$ 52	Fall 2026
HHS	PFCN200	Exercise Physiology	\$ 61	\$ 52	Fall 2026
HHS	PFCN201	Exercise Physiology Lab	\$ 107	\$ 124	Fall 2026
HHS	PFCN205	Sport & Exercise Psychology	\$ 51	\$ 52	Fall 2026
HHS	PFCN208	Biomechanics	\$ 61	\$ 62	Fall 2026
HHS	PFCN210	Athletic Training Principles	\$ 74	\$ 76	Fall 2026
HHS	PFCN250	Measurements in Kinesiology	\$ 71	\$ 72	Fall 2026
HHS	PFCN260	Growth and Motor Behavior	\$ 51	\$ 52	Fall 2026
HHS	PFCN270	Personal Trainer Preparation	\$ 98	\$ 102	Fall 2026
HHS	PFCN280	Kinesiology Internship	\$ 51	\$ 52	Fall 2026
HHS	SOWK101	Introduction to Social Work	\$ 68	\$ 131	Fall 2026
HHS	STPR145	Foundations Sterile Processing	\$ 255	\$ 222	Fall 2026
HHS	STPR148	Sterile Processing Externship	\$ 53	\$ 18	Fall 2026
HHS	SURG100	Fundamentals of Surgical Tech	\$ 349	\$ 350	Fall 2026
HHS	SURG101	The Surgical Patient	\$ 349	\$ 350	Fall 2026
HHS	SURG103	Surgical Asepsis	\$ 344	\$ 350	Fall 2026
HHS	SURG108	Surgical Pharmacology	\$ 349	\$ 350	Fall 2026
HHS	SURG109	Basic Surgical Procedures	\$ 349	\$ 350	Fall 2026
HHS	SURG110	Advanced Surgical Procedures	\$ 349	\$ 350	Fall 2026



Division	Course Code	Course Title	Current Course Fee	Proposed New Course Fee	Effective
HHS	SURG111	Surgical Specialty/Prof Prep	\$ 596	\$ 607	Fall 2026
HHS	SURG121	Applied Surgical Techniques I	\$ 977	\$ 1,002	Fall 2026
HHS	SURG122	Applied Surgical Techniques II	\$ 703	\$ 713	Fall 2026
HHS	SURG123	Applied Surgical Techiq III	\$ 484	\$ 485	Fall 2026
HHS	SURG124	Applied Surgical Techniques IV	\$ 484	\$ 485	Fall 2026
TC	AVAF125	Aircraft Systems I	\$ 221	\$ 260	Fall 2026
TC	AVAF126	Aircraft Systems II	\$ 391	\$ 430	Fall 2026
TC	AVAF127	Aircraft Systems III	\$ 271	\$ 310	Fall 2026
TC	AVAF134	Aircraft Instruments	\$ 231	\$ 270	Fall 2026
TC	AVAF140	Aircraft Welding	\$ 409	\$ 448	Fall 2026
TC	AVAF208	Aircraft Structures I	\$ 431	\$ 470	Fall 2026
TC	AVAF209	Aircraft Structures II	\$ 411	\$ 450	Fall 2026
TC	AVAF210	Aircraft Structures III	\$ 594	\$ 633	Fall 2026
TC	AVAF211	Aircraft Electrical I	\$ 421	\$ 460	Fall 2026
TC	AVAF212	Aircraft Electrical II	\$ 421	\$ 460	Fall 2026
TC	AVAF246	Airframe Certification	\$ 191	\$ 230	Fall 2026
TC	AVAU100	Drone Flight Orient.-FAA Exam	\$ 150	\$ 190	Fall 2026
TC	AVEL202	Flight Line Testing	\$ 486	\$ 525	Fall 2026
TC	AVGM111	Aviation General I	\$ 291	\$ 330	Fall 2026
TC	AVGM112	Aviation General II	\$ 366	\$ 405	Fall 2026
TC	AVGM113	Aviation General III	\$ 431	\$ 470	Fall 2026
TC	AVGM114	Materials and Processes	\$ 461	\$ 500	Fall 2026
TC	AVPP241	Reciprocating Engine	\$ 591	\$ 630	Fall 2026
TC	AVPP251	Reciprocating Engine Systems	\$ 266	\$ 305	Fall 2026
TC	AVPP253	Reciprocating Ignition Systems	\$ 516	\$ 555	Fall 2026
TC	AVPP255	Reciprocating Induction Sys	\$ 451	\$ 490	Fall 2026
TC	AVPP257	Aircraft Propeller Systems	\$ 351	\$ 390	Fall 2026
TC	AVPP259	Turbine Engine I	\$ 381	\$ 420	Fall 2026
TC	AVPP261	Turbine Engine II	\$ 481	\$ 520	Fall 2026
TC	AVPP263	Turbine Engine Systems	\$ 261	\$ 300	Fall 2026
TC	AVPP265	Powerplant Instruments	\$ 241	\$ 280	Fall 2026
TC	AVPP267	Powerplant Certification	\$ 281	\$ 320	Fall 2026
TC	BLDT120	Structural Framing	\$ 290	\$ 421	Fall 2026
TC	BLDT130	Building Exterior Construction	\$ 290	\$ 420	Fall 2026
TC	BLDT140	Building Interior Construction	\$ 340	\$ 490	Fall 2026
TC	BLDT150	Intro Masonry/Concrete Const	\$ 550	\$ 800	Fall 2026
TC	BLDT160	Steel Framing	\$ 240	\$ 360	Fall 2026
TC	CITP110	Intro to Programming - Python	\$ 22	\$ 40	Fall 2026
TC	CITP250	Advanced VB.NET Programming	\$ 22	\$ -	Fall 2026
TC	CITS125	Computer Support: A+ Cert Prep	\$ 270	\$ 290	Fall 2026
TC	CITS176	Computer Troubleshooting	\$ 40	\$ -	Fall 2026
TC	CJUS270	Police Academy I	\$ 1,020	\$ 1,395	Fall 2026
TC	CJUS271	Police Academy II	\$ 1,970	\$ 2,000	Fall 2026



Division	Course Code	Course Title	Current Course Fee	Proposed New Course Fee	Effective
TC	CJUS272	Local Corrections Academy I	\$ 60	\$ 66	Fall 2026
TC	CJUS273	Local Corrections Academy II	\$ 240	\$ 125	Fall 2026
TC	ELTE121	Electrical Mathematics	\$ 97	\$ 62	Fall 2026
TC	ELTE141	National Electrical Code I	\$ 41	\$ 31	Fall 2026
TC	ELTE142	National Electrical Code II	\$ 41	\$ 31	Fall 2026
TC	ELTE181	Pole Climbing I	\$ 125	\$ 255	Fall 2026
TC	ELTE182	Pole Climbing II	\$ 130	\$ 255	Fall 2026
TC	ELTE185	Pole Climbing Practice I	\$ 105	\$ 260	Fall 2026
TC	ELTE272	Electric Basic Line Climbing	\$ 465	\$ 388	Fall 2026
TC	ELTE274	Ground/Utility Worker	\$ 690	\$ 520	Fall 2026
TC	ELTE276	Energized Secondary Worker	\$ 595	\$ 450	Fall 2026
TC	FIRE101	MI F.F.T.C. Basic Fire Level I	\$ 1,745	\$ 2,020	Fall 2026
TC	FIRE102	MI F.F.T.C. Basic Fire Lev II	\$ 2,255	\$ 1,635	Fall 2026
TC	HVAC100	Fundamentals of HVAC	\$ 122	\$ 145	Fall 2026
TC	HVAC110	Applied Electricity I	\$ 143	\$ 388	Fall 2026
TC	HVAC111	Applied Electricity II	\$ 137	\$ 148	Fall 2026
TC	HVAC113	HVAC/R Piping	\$ 175	\$ 365	Fall 2026
TC	HVAC115	Sheet Metal Fab & Installation	\$ 146	\$ 365	Fall 2026
TC	HVAC120	Heating I	\$ 178	\$ 168	Fall 2026
TC	HVAC130	Air Conditioning I	\$ 247	\$ 343	Fall 2026
TC	HVAC140	Residential Energy	\$ 70	\$ 49	Fall 2026
TC	HVAC201	Mechanical Code	\$ 96	\$ 45	Fall 2026
TC	HVAC220	Heating II	\$ 187	\$ 213	Fall 2026
TC	HVAC221	Introduction to Hydronics	\$ 167	\$ 149	Fall 2026
TC	HVAC230	Air Conditioning II	\$ 212	\$ 189	Fall 2026
TC	HVAC231	Heat Pump	\$ 187	\$ 164	Fall 2026
TC	HVAC240	Refrigeration I	\$ 227	\$ 229	Fall 2026
TC	HVAC241	Refrigeration II	\$ 212	\$ 229	Fall 2026
TC	HVAC251	Fund of Direct Digital Control	\$ 218	\$ 229	Fall 2026
TC	METS110	Mechanical Power Transmissions	\$ 422	\$ 424	Fall 2026
TC	METS115	Intro to Mechanical Systems	\$ 352	\$ 343	Fall 2026
TC	METS140	Rigging	\$ 165	\$ 171	Fall 2026
TC	METS210	Lubrication and Bearings	\$ 412	\$ 403	Fall 2026
TC	TECH100	Safety-OSHA10	\$ 83	\$ 11	Fall 2026



**Lansing Community College – Board of Trustees  
January 26, 2026**

**Agenda Item: Board of Trustees Employee Expenses**

**Presented for Action**

**PURPOSE**

To ratify the expenses of the Board's employees for the month of December 2025.

**BACKGROUND**

This information is provided to the Board of Trustees for ratification of expenses incurred by employees who directly report to the Board.

**IMPLICATIONS**

**Financial:**

The College's procedure requires that an employee's supervisor approve the employee's expenses.

**Strategic Plan:**

The College's financial planning, forecasting, and annual budget provide resources for all of the strategic plan's goals. Accurate and timely financial reporting is a key component of that process.

**Human Resources:**

None

**RISKS**

N/A

**OTHER OPTIONS/ALTERNATIVES**

N/A

**RECOMMENDATIONS**

The Administration respectfully requests that the Board of Trustees ratify the monthly expenses of the employees who report to the Board.

**ATTACHMENTS:**

1. Attachment A – Monthly Expenses - Executive Assistant & Liaison to Board
2. Attachment B – Monthly Expenses - President



**Lansing Community College**  
Board of Trustees - Detail Expenses  
December 2025

Date	Board Member	Amount	Description	Payee
<b>Chargeback Telephone Phone</b>				
1-Dec-25	General - Operations	\$ 60	Phone_2025_Nov	Lansing Community College
<b>Total</b>		<b>\$ 60</b>		
<b>Chargeback Print &amp; Copy</b>				
1-Dec-25	General - Operations	\$ 20	Print Copy_2025_Nov	Lansing Community College
<b>Total</b>		<b>\$ 20</b>		
	<b>Grand Total</b>	<b>\$ 80</b>	<b>Institutional Expenses</b>	
		<b>\$ 80</b>	<b>Total Expenses</b>	



**Lansing Community College**  
 President - Detail Expenses  
 December 2025

Date	Board Employee	Amount	Description	Payee
<b>Memberships</b>				
8-Dec-25	Robinson	\$ 50	Monthly Membership	University Club of MSU
16-Dec-25	Robinson	\$ 150	CEO Network Monthly Membership	H & H Incorporated
<b>Total</b>		<b>\$ 200</b>		
	<b>Grand Total</b>	<b>\$ 200</b>	<b>Supplies &amp; Non-Capital Equipment</b>	
<b>Travel Registration Fees</b>				
12-Dec-25	Robinson	\$ 324	2nd Annual Big Red Ball	2nd Annual Big Red
<b>Total</b>		<b>\$ 324</b>		
<b>Meeting Expense</b>				
17-Dec-25	General - Operations	\$ 86	Monthly Meeting with Board Chair	Coopers Hawk Lansing
<b>Total</b>		<b>\$ 86</b>		
	<b>Grand Total</b>	<b>\$ 410</b>	<b>Travel, Training &amp; Conferences</b>	
		<b>\$ 610</b>	<b>Total Expenses</b>	



**Lansing Community College - Board of Trustees  
January 2026**

**Agenda Item: Board of Trustees Employee Time Reporting**

**Presented for Action**

**PURPOSE**

To secure Board approval of the time reporting for January 2026 for the President and the Executive Assistant/Liaison to the Board.

**BACKGROUND**

The College's Board of Trustees has two direct report employees, the President and Executive Assistant/Liaison to the Board. The College uses an electronic system, Banner, for employee time reporting and payroll. On a bi-weekly basis, employees submit their time reporting in the system, and report any exception time for the payroll period to the Board Chair for provisional approval. Once the Board Chair provides provisional approval, the Executive Director of Human Resources approves the time entry in the system. Final approval requires Board approval.

**IMPLICATIONS**

**Financial:**

None

**Strategic Plan:**

None

**Human Resources:**

None

**RISKS**

N/A

**OTHER OPTIONS/ALTERNATIVES**

N/A

**RECOMMENDATIONS**

The Administration respectfully requests that the Board of Trustees approve the time reporting submissions for January 2026 for the President and the Executive Assistant/Liaison to the Board.

**ATTACHMENTS:**

1. January 2026 Time Reporting



**Lansing Community College  
Time Reporting for January, 2026**

All time was recorded correctly and submitted to the Chair for approval.

**President**

	Vacation Leave	Personal Leave	Sick Leave
November 23 – December 6, 2025	8.0		8.0
December 7 – December 20, 2025			
<b>Total Hours</b>	<b>8.0</b>	<b>0.0</b>	<b>8.0</b>

**Executive Assistant/Liaison to the Board**

	Vacation Leave	Personal Leave	Sick Leave
November 23 – December 6, 2025	8.0		
December 7 – December 20, 2025	16.0		
<b>Total Hours</b>	<b>24.0</b>	<b>0.0</b>	<b>0.0</b>



# **Trustee-Generated Idea and Initiative**



**Lansing Community College - Board of Trustees**  
**January 26, 2026**

**Agenda Item:      Needs Analysis on Recommendations Outlined in  
Response to Book Stipend TGI**

**Presented for Information/Action on Next Steps**

**PURPOSE**

To provide a needs analysis on the three recommendations that were outlined in the response to the Book Stipend Trustee-Generated Idea (TGI).

**BACKGROUND**

At the November 17, 2025, Board of Trustees meeting, the Board asked the administration to conduct a needs analysis on the three recommendations outlined in response to the Book Stipend TGI.

The three recommendations that were outlined:

**Option 1: Expand Library Textbook Lending Program**

Expand LCC's library textbook lending collection to serve more students across more courses, including additional copies of currently collected textbooks, expansion to high-enrollment courses beyond general education, and exploration of e-book lending models.

**Option 2: Expand College Food Pantry**

Significantly expand LCC's existing food pantry operations, including enhanced inventory with items not currently available, extended operating hours for increased accessibility, staffing support, and partnerships with community food banks and suppliers.

**Option 3: Expand Laptop Lending Program**

Significantly expand LCC's laptop lending program to provide more devices for semester-long loans to students who lack access to necessary technology for coursework completion. LCC currently maintains approximately 1,200 laptops; this expansion would increase the inventory to approximately 1,500 laptops with enhanced support infrastructure.

**IMPLICATIONS**

**Financial**

N/A

**Strategic Plan:**

N/A



**Human Resources:**

N/A

**RISKS**

N/A

**OTHER OPTIONS/ALTERNATIVES**

N/A

**RECOMMENDATIONS**

N/A

**ATTACHMENTS:**

1. Needs analysis from the administration.



## **Trustee Generated Idea: \$700,000 Book Stipend for Students Needs Analysis for Three TGI Options**

### **Introduction**

At the November 17, 2025, Board of Trustees meeting, the administration was tasked with conducting a “needs analysis” on the three recommendations outlined in response to Chair Mathews’ TGI. For the purposes of this request, “needs analysis” is defined as:

- a. quantification of current programming in this area;
- b. what is known about student needs in this area; and
- c. a description about what is required to close the gap using specific dollar amounts.

A review of survey data from our own students, as well as research conducted on this topic, shows student basic needs commonalities. Nationally, statewide, and our own students report that they have unmet basic needs for food, housing, transportation, childcare costs, technology and textbooks, and mental health. Lacking any of these basic needs makes it difficult for students to successfully complete their courses and stay in school. Fortunately, many of these basic needs are being met on campus through institutional funds, open educational resources, State of Michigan one-time appropriations, and corporate donations. Below provides a summary of the financial contributions of these sources to meeting the unmet needs of students.

1. Mental health – State of Michigan one-time appropriations of \$934,000
2. Transportation – Academic Success Coaches provide CATA bus passes
  - a. Totals for Fall 2025: 240 10-Ride, 330 Semester, 30 Spec Tran, 440 31-Day, and 10 Tokens (used for single rides)
  - b. Bus passes are provided through donations from CATA and the LCC Foundation support
3. Emergency funds – Academic Success Coaches provide up to \$300 for emergencies. The funding is provided through the LCC Foundation.
4. Childcare scholarships – through institutional funds, we provided just under \$218,000 last year to help students pay for childcare.
5. Food – LCC operates a food pantry with an annual budget of \$50,000 that covers all campus locations.
6. Book vouchers – students who receive financial aid receive, on average, a book voucher of \$207 to pay for textbooks
7. Technology – the college loans out 1,100 laptops each semester.

Trustee-Generated Idea Recommended Options to Address Student Basic Needs:

- a. Expand Library Textbook Program
- b. Expand College Food Pantry Program
- c. Expand Laptop Lending Program

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### **Library Textbook Program**

LCC currently offers three strategies to address textbook affordability and accessibility.

1. Open Educational Resources (OERs): OERs are freely accessible, openly licensed course material that faculty can adopt in place of traditional textbooks. Since its



launch, OERs at LCC have saved students almost \$5M.

2. First Day Inclusive Access (FDIA): Offered through Barnes and Noble College, LCC can offer FDIA electronic textbooks and materials for select courses. Using this model, students receive access to required digital materials on the first day of class at costs generally lower than traditional textbook options, with an opt-in/opt-out choice for students.
3. Financial aid book vouchers: Students who are eligible for financial aid currently have access to book vouchers as part of their financial aid packages, designed to cover textbook costs within the student's Cost of Attendance calculations.

#### **A. Current Programming**

- Current Annual Budget: \$6,000
- Current Collection:
  - 74 courses represented
  - 2 copies per textbook (148 total textbooks)
- Loan periods: One copy for 2 hours, one copy for 48 hours
- Average Usage: Approximately 400+ textbook checkouts per semester
- *Not all textbooks require replacement each semester (e.g., 66 copies will be purchased for Spring semester)*

#### **B. What we know about student need**

- Baseline data (2022-2025)
  - Average fall checkout rate: 523 textbooks
  - Average spring checkout rate: 435 textbooks
  - Average summer checkout rate: 172
- Faculty supplemented textbooks
  - Average fall checkout rate: 269
  - Average spring checkout rate: 224
  - Average summer checkout rate: 111
- Baseline financial information for Fall 2025:
  - Average financial aid book voucher: \$206.52
  - Number of students who received book vouchers: 896
  - Average cost for one textbook: \$151
  - Average cost for FDIA textbooks: \$71
  - Average number of classes taken by students is 2.5, resulting in the average book voucher covering one regular textbook or 2 FDIA textbooks.

#### **C. Required to close the gap using specific dollar amounts**

To meet and exceed current needs without relying on textbooks from faculty, we would require an additional \$30,000 per year, which would be sustainable for approximately 19 years funded at \$700,000.

- Current Information:



- The Library currently checks out 792 units between college-owned and faculty-donated textbooks
- On average, students take 2.5 courses per term. This equates to a potential need for 2 to 3 textbooks per term per student
- Proposed Expansion Phase 1 (immediate impact):
  - Increase textbook units by 6x (from 792 to 4,752 units)
  - Enable longer loan periods between Downtown and West Campus
  - Physical Textbooks: Expanding beyond general education courses would increase usage further by meeting needs of more students
- Budget Impact:
  - Current annual budget: \$6,000
  - Proposed annual budget: \$36,000
  - Annual increase: \$30,000 (600% increase)
- Student Impact:
  - Eliminates out-of-pocket textbook purchases for students utilizing the program
- Phase 2: Implemented over the course of a year
  - Research Digital Textbooks (E-books)
  - Research potential vendors and offerings
  - Create a checkout and tracking system

## College Food Pantry Program

Current and state-level student survey information regarding food insecurities:

- LCC Dot Survey information regarding student need:
  - 2024-2025 LCC Student Dot Survey Results

<b>Totals</b>	<b>932</b>	
Cost of Textbooks	204	22%
<b>Food Insecurity</b>	<b>56</b>	<b>6%</b>
Transportation	115	12%
Housing	122	13%
Childcare	45	5%
Mental Health	331	36%
Other	59	6%

- Campus master plan student survey results
  - 1,901 students answered the online survey
  - References to food insecurity included:
    - “Add amenities that keep students on campus longer”
    - “Food choices”
    - Under ‘The thing I would most like to change at LCC’, Food and eat were top words.



- MiLEAP's Barriers to Bridges: strengthening Michigan Communities by addressing college student basic needs report results:
  - Primary Findings:
    - 20% of Michigan undergraduates experienced low or very low food security in the past 30 days
    - Of the 20% of students who experienced food insecurity, only 11% accessed food benefits
    - Two-thirds of students likely eligible for SNAP are not receiving benefits
  - Inequitable Impact
    - Food insecurity disproportionately affects certain student populations:
    - 74% of American Indian, Alaska Native, or Indigenous students experienced basic needs insecurity
    - 72% of African American or Black students experienced basic needs insecurity
    - 74% of parenting students experienced basic needs insecurity
    - 70% of Pell Grant recipient students reported experiencing basic needs insecurity
  - Access to Support: The report highlights a significant gap between need and utilization of available resources:
    - Only 27% of students facing food insecurity accessed public food-related benefits like SNAP or WIC
    - Only 36% of students experiencing food insecurity utilized campus supports related to food

### A) Current Programming

- Current annual budget of \$50,000
- Current Student Allowance: two (2) entrees and four (4) snacks per visit
- Operating Locations & Hours:



- Downtown Campus (Gannon Building, Room 2302): Mondays 11:30 a.m. – 1:30 p.m. (Alternative access through Academic Success Coaches or Academic Success Lounge, Room 2202)
- West Campus (Room M106): Regular business hours
- LCC East (Front Desk): Regular business hours
- Mason Aviation (Front Desk): Regular business hours

**Key Context: The food pantry ran out of funding in Summer 2025. The college made the decision not to operate the downtown pantry over the summer.**

## **B) What we know about student need**

- Baseline data:
  - 2024-25 Academic Year: 4,681 total visits for Fall 2024 and Spring 2025. It was decided not to fund the Downtown Campus last summer so that East, West, and Mason were able to provide food pantry items to their students.
  - Fall 2025 Performance: as of November 30th, 1,818 students have accessed campus pantries across all locations

## **C) Required to close the gap using specific dollar amounts for the Downtown campus**

- Current direct costs:
  - The average cost of an entrée is  $\$2.75 \times 2 = \$5.50$
  - The average cost of snack items is  $\$.70 \times 4 = \$2.80$   
\$8.30 per student per visit
  - Fall 2024, there was an average of 71 visits every Monday
  - Fall 2025, there has been an average of 61 visits every Monday.
    - More specifically, having the food pantry open for 2 hours costs: 61 visits  $\times$  \$8.30 food = \$506.30 or an average of \$253.15 per hour.
  - Total cost per academic year for the Downtown Campus is \$22,277.20 at current operating levels.
- Phase 1 Expansion Options: (Immediate Impact)
  - Add an additional 2 hours per week at the Downtown Campus on the same or different day equals  $\$1012.60 \times 44$  weeks (Fall, spring and summer) =  
\$44,544.40 per year + Current Budget \$50,000 for other campus locations
    - Funding at \$700,000 would sustain the program at this level for approximately seven (7) years.
  - Add an additional 4 hours per week at the Downtown Campus on the same or different day equals  $\$2025.20 \times 44$  weeks (fall, spring, and summer) =  
\$89,108.80 per year + Current Budget \$50,000 for other campus locations
    - Funding at \$700,000 would sustain the program at this level for approximately five (5) years.
- Phase 2 Expansion Options:
  - Increased hours and food options
  - Partnership development with Greater Lansing Food bank and/or Swipe Out Hunger.



- Phase 3 Expansion Options:
  - New location
  - Exploring the addition of refrigeration

**Note:** The above figures do not include the cost for additional staffing of increased Pantry hours.

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### **Laptop Lending Program**

This program provides devices for students who lack access to the necessary technology to complete their course work. Students without technology will use the computer lab in the Technology Learning Center building, where there are 75 computers available, or their phones.

#### **A) Current Programming**

- Current Inventory:
  - 1,000 laptops at Downtown Campus
  - 100 laptops at West Campus
- Laptop Specifications:
  - Model: HP ProBook 440 G11 (or latest model in the 440 line)
  - Cost Per Unit: \$1,216.60
  - Lifecycle: 3.5 years
- Downtown Campus:
  - Small number available currently (typical pattern as most laptops check out at semester start)
- West Campus:
  - Previous two semesters: 20-25 available at any time
  - Current semester: All 100 checked out with active waitlist

#### **B) What we know about student need**

Number of laptops checked out by students since Spring 2022:

Spring 2022	501
Summer 2022	166
Fall 2022	654
Spring 2023	603
Summer 2023	269
Fall 2023	804
Spring 2024	756
Summer 2024	268
Fall 2024	1050
Spring 2025	926
Summer 2025	337
Fall 2025	1292

**Growth Trend:** Fall 2022 (654) to Fall 2025 (1,292) = 98% increase in three years



Our student survey data does not show that this is a need. Roughly, 52% or 1262 of the 2428 students surveyed know about the laptop lending program. Of those who were aware, 13% or 316 students used the services. Of those students who responded, 35% or roughly 850 students were unaware of the laptop lending program. Based on the laptop check-out rate and the waitlist at West Campus, we would require an additional 100 at West Campus, which would also require the hiring of a staff member. Additionally, the new TRIO program needs 25 laptops to support their program.

**C) Required to close the gap using specific dollar amounts**

- Current budget to replace 1/3 of our laptop inventory annually: \$441,626
- Funding this project:
  - Initial cost for an additional 125 laptops at current unit cost: \$152,075
    - 100 additional laptops to West Campus
    - 25 laptops for the new TRIO program
  - Updated annual replacement cost:
    - To maintain a 3-year replacement cycle with the expanded inventory: \$61,025 per year
      - With the addition of a part-time staff person at 20 hours per week, the annual cost is \$80,077
    - This increase can be funded through:
      - Board-directed funds (\$700,000 less \$152,075 initial investment for 125 laptops), OR
      - Increasing the technology fund for students

**Note:** The \$61,025 annual increase is *in addition to* the current annual laptop replacement budget of \$441,626.



## Summary of Option Ideas and Budget

Expand Textbook Lending	Option	Timeline	Type of cost	Additional Annual Costs	Current	Impact	Sustainability
	Phase 1: expand textbook lending program	Immediate upon transfer of funds		\$36,000 annually	792 textbooks checked out	4752 textbooks checked out	Move costs to Library's annual budget
	Phase 2: digital textbook lending program			Unknown at this time without research			
	Phase 3: peer textbook exchange program						
Food Pantry	Option	Timeline	Type of cost	Costs	Current	Impact	Sustainability
	Phase 1: expansion of current hours of operation for downtown campus	Immediate upon transfer of funds	- Part-time staff coordinator - Additional food	\$82,076 = \$63,596 (2 additional hours) plus \$18,480 (part time staff for 20 hours).  \$126,641 = \$108,161 (4 additional hours) plus \$18,480 (part time staff for 20 hours)	On average 61 students are served downtown	122 students per week at the downtown campus  244 students per week at the downtown campus	We would need to find grant money to fund pantry after initial investment or the board would need to direct additional institutional annual funds to Student Affairs.  This funding is in addition to the current \$50,000 that the college provides annually
	Phase 2: partnership with Greater Lansing Food Bank and/or Swipe Out Hunger	6 months to a year	- Full-time staff coordinator - Reduction in food costs - Storage space	Unknown at this time, without researching space options for storage and partnerships		Potential service 5 days a week for 2 hours or more	
	Phase 3: new location, potentially with refrigeration	1 to 2 years	Full-time staff coordinator - Reduction in food costs - Capital improvements, equipment	Unknown at this time, without researching space options for storage and partnerships		Potential service 5 days a week for 2 hours or more	
Laptop Lending program	Option	Timeline	Type of cost	Costs	Current	Impact	Sustainability
	100 additional laptops for West Campus and 25 for TRIO	Summer 2026	- Laptops, accessories, cases, and software licensing - Part-time staff at west campus	Initially \$152,075 to purchase all laptop components, then \$80,077 annual for 1/3 replacement and part-time staff at 20 hours	1100 laptops	Additional 125 laptops for a total of 1225	Replacement funding would be Board directed or come out of student technology fund after initial investment



## Reference Material

1. Student Basic Needs Dot Survey results
2. Campus Master Plan Student Survey results
3. [Academic Senate focus group survey results](#)
4. [Barriers to Bridges: Strengthening Michigan Communities by Addressing College Student Basic Needs – MiLEAP](#)
5. National survey results:
  - a. <https://www.americanprogress.org/article/the-full-cost-of-attendance-addressing-housing-food-and-other-barriers-to-community-college-student-success/>
  - b. <https://www.insidehighered.com/news/students/physical-mental-health/2023/09/27/community-college-students-struggle-meet-basic>



# **Monthly Monitoring Report**



**Lansing Community College – Board of Trustees**  
**January 26, 2026**

**Agenda Item: Monthly Financial Statements**

**Presented for Information**

**PURPOSE**

To present the monthly internal financial statements and reports as required by Board policy.

**BACKGROUND**

This information provides the Board of Trustees with financial information on a regular and on-going basis throughout the fiscal year.

The attached financial statements reflect the College's financial position as of and for the month ending December 31, 2025 compared to the Board Approved FY2026 Budget.

**Operating and Capital Budgets**  
**and**  
**Operating Detail Budgets**  
**Exhibits A and B**

**REVENUE**

**Exhibit A, Line 1 – State Appropriations:** Appropriations have been recognized to date for the State-adopted Fiscal Year 2026 Annual Appropriations.

**Exhibit A, Line 2 – Property Taxes, Net of Estimated Uncollectible:** Revenue reflects levies with adjustment for uncollectible taxes and tax tribunal refunds.

**Exhibit A, Line 3 – Tuition and Fee Revenue, Net of Estimated Uncollectible:** Revenue is 5.7 percentage points ahead of the pace of the prior year. This is due to higher than budgeted enrollment and billable hours for Summer and Fall semesters. Revenue reflects remaining tuition earned during FY2026 for the Summer 2025 semester, tuition and fees earned for the Fall 2025 semester, and fees earned to date for the Spring 2026 semester.

**Exhibit A, Line 4 – Other Revenues:** Other Revenues are 5.0 percentage points ahead of the prior year's pace, as last year's figure reflects full-year actual results, while this year's amount represents year-to-date performance against the current budget.



## **EXPENSES**

**Exhibit B – Operating Budgets – Divisions:** Overall the division budgets are consistent with the pace of the prior year. The individual division variances that exceed +/- 5% are detailed below.

- **Exhibit B, Line 5 – Board of Trustees** is 7.2 percentage points behind the prior year's pace of expenses. This is primarily due to current year budget changes to better align expenses with prior year actual spending.
- **Exhibit B, Line 8 – Executive Office** is 6.1 percentage points behind the prior year's pace of expenses. This is primarily due to decreased expenses in *Purchased Services* for temporary agency services.
- **Exhibit B, Line 11 – Human Resources** is 8.6 percentage points behind the prior year's pace of expenses. This is primarily due to decreased expenses in *Purchased Services* in the areas of temporary agency services and advertising, and the timing of *Travel, Training & Conferences*. This is partially offset by fewer vacancies in *Full-Time Professional Technical* and related *Employee Benefits*.
- **Exhibit B, Line 12 – Information Technology Services** is 6.4 percentage points behind the prior year's pace of expenses. This is primarily due to decreased expenses in *Purchased Services* for temporary agency services, equipment service contracts, internet services, and software and site license services.
- **Exhibit B, Line 13 – Office of Empowerment** is 9.0 percentage points behind the prior year's pace of expenses. This is primarily due to vacancies in *Full-Time Administrator*, *Full-Time Support* and *Part-Time Support* along with related *Employee Benefits*. This is partially offset by increased expenses in *Student*, and in *Purchased Services* for temporary agency services used to backfill a vacancy in *Full-Time Support*.

**Exhibit A, Line 5 – Salaries & Wages:** Overall the *Salaries & Wages* are 1.4 percentage points ahead of the prior year's pace of expenses. The individual account variances that exceed +/- 5% are detailed below.

- **Exhibit B, Line 19 – Part-Time Professional Technical** is 14.8 percentage points behind the prior year's pace of expenses. This is primarily due to a decrease in temporary specialized service employee expenses in *Advancement & External Affairs* and *Health & Human Services*, and a decrease in *Student Affairs* due to the retirement of a long-term employee.
- **Exhibit B, Line 23 – Part-Time Support** is 11.4 percentage points behind the prior year's pace of expenses. This is primarily due to decreased expenses in the Police Department's auxiliary dispatch and patrol employees in *Administrative Services*, and decreased expenses in the *Office of Empowerment*. This is partially offset by increased expenses in *Academic Affairs* in the Library and Learning Commons, and in *Information Technology Services* for technical support services.



- **Exhibit B, Line 24** – *Student* is 17.0 percentage points ahead the prior year's pace of expenses. This is primarily due to decreased applications and eligibility for the Federal Work-Study program. However, total student employment has increased by \$124,500.

**Exhibit A, Line 8 – Services and Supplies:** Overall the *Services & Supplies* are 3.6 percentage points behind the prior year's pace of expenses. The individual account variances that exceed +/- 5% are detailed below.

- **Exhibit B, Line 27** – *Institutional Expenses* are 10.6 percentage points behind the prior year's pace of expenses. This is primarily due to decreased expenses for internet services and phone chargebacks in *Information Technology Services*. This is partially offset by increased expenses for property and liability insurance in *Business Operations*.
- **Exhibit B, Line 28** – *Utilities* are 7.8 percentage points ahead of the prior year's pace of expenses. This is due to increased rates and consumption.
- **Exhibit B, Line 29** – *Professional Services* are 35.5 percentage points behind the prior year's pace of expenses. This is primarily due to decreased expenses in *Business Operations* for legal services, and in *Information Technology Services* for management consulting. These are slightly offset by increased expenses in *Arts & Sciences*.

### **Statement of Net Position** **Exhibit C**

This statement provides the collegewide financial position as of December 31, 2025 compared to December 31, 2024.

#### **Current Assets:**

- **Exhibit C, Line 1** – *Cash & Cash Equivalents* increased by \$0.4 million due to the timing of payments issued at month end compared to the prior fiscal year.
- **Exhibit C, Line 2** – *Short-Term Investments* decreased by \$5.9 million due to moving funds into long-term investments.
- **Exhibit C, Line 5** – *Federal & State Grants Receivable* decreased by \$1.6 million due to the timing of State financial aid payments compared to the prior year.
- **Exhibit C, Line 6** – *Accounts Receivable, Net of Est Uncollectible* increased by \$2.1 million due to increased enrollment and billable hours.
- **Exhibit C, Line 7** – *Prepaid Expenses* decreased by \$0.2 million due to the timing of purchases.



**Non-Current Assets:**

- **Exhibit C, Line 9 – *Long-Term Investments*** increased by \$5.0 million as a result of balancing the College's investment portfolio and leveraging interest rates to maximize investment income.
- **Exhibit C, Line 11 – *Net Other Post-Employment Benefits Asset*** increased by \$16.4 million. The amount recognizes LCC's proportionate share of the overall net other post-employment benefits asset of the Michigan Public School Employee's Retirement System (MPERS). The amount is dependent on the actuarially determined unfunded net other post-employment benefit obligation.
- **Exhibit C, Line 12 – *Deferred Charge on Refunding*** decreased \$0.2 million as a result of amortization on the 2017 and 2022 bonds.
- **Exhibit C, Line 13 – *Deferred Pension Amounts*** decreased \$12.9 million. The amount recorded in *Deferred Outflows* is a result of the differences between the retirement plan end date of 9/30/2024, LCC's fiscal year end date of 6/30/2025, and the actuarial changes to assumptions and valuation of the Michigan Public School Employee's Retirement System (MPERS). The amounts recorded are based on the required payments to the plan for pension and other post-employment benefits set by the state legislature and the actuarial assumptions approved by the MPERS governing board.

**Non-Current Liabilities:**

- **Exhibit C, Line 21 – *Compensated Absences Liability*** increased \$0.6 million. This is a new reporting requirement by the Governmental Accounting Standards Board (GASB). The new pronouncement, GASB statement No. 101 Compensated Absences, requires that an estimate of accrued leave time, that is more likely than not to be used in the future, be recorded as a short-term and long-term liability. The prior year net position balance was restated to reflect the recording of this liability back to July 1, 2023.
- **Exhibit C, Line 22 – *Bonds Payable*** decreased \$5.7 million due to ongoing scheduled payments on outstanding bond issues.
- **Exhibit C, Line 24 – *Net Pension Liability*** decreased \$36.4 million. The amount recognizes LCC's proportionate share of the overall net pension liability of the Michigan Public School Employee's Retirement System (MPERS). The amount is dependent on the actuarially determined unfunded net pension benefit obligation.
- **Exhibit C, Line 25 – *Deferred Inflow of Resources – Pension Amounts*** increased \$12.0 million. The amount recorded in *Deferred Inflows* is a result of the differences between the retirement plan end date of 9/30/2024, LCC's fiscal year end date of 6/30/2025, and the actuarial changes to assumptions and valuation of the Michigan Public School Employee's Retirement System (MPERS). The amounts recorded are based on the required payments to the plan for pension and other post-



employment benefits set by the state legislature and the actuarial assumptions approved by the MPSERS governing board.

### **Schedule of Investments** **Exhibit D**

This statement provides a summary of the College's current investment accounts including the current yield rate and interest income earned through December 31, 2025. The interest income for FY2026 will be less than FY2025 as a result of the Federal Reserve's recent interest rate reductions.

### **Capital Projects** **Exhibit E**

This statement provides a summary of Board approved capital projects including the approved project budget and the cumulative project expenses through December 31, 2025.

- *Gannon Transfer Center* – The Board approved this capital project in October 2023. The project is being funded by the State appropriation for Infrastructure, Technology, Equipment, Maintenance and Safety (ITEMS). Construction began in May 2025, and the estimated completion date is early 2026.
- *West Campus Cyber Security Center* – The Board approved this capital project in October 2023. This project is underway and the estimated completion date is early 2026.
- *Police Department Office* – The Board approved this capital project in October 2023. The project is in the design development phase.
- *Capital Regional Airport Authority Lease Termination* – The Board approved this capital project in May 2024. The project has been completed.
- *Arts & Sciences Building Fume Hood Replacement* – The Board approved this capital project in October 2025. This project is out for bid and is planned to be completed by Fall semester 2026.
- *Health & Human Services Simulation Center* – The Board approved this capital project in October 2025. The project is in the design development phase.



## **Statement of Revenue, Expenses and Changes in Net Position**

### **Exhibit F**

This statement provides a collegewide summary of all funds. We have provided the detail of the General Fund above.

The Designated Funds had a decrease in net position due to increased instructional and student technology purchases.

The Auxiliary Funds had an increase in net position driven by higher student support fees as a result of increased enrollment, along with a greater volume of conference services events.

The Restricted Funds had a decrease in net position due to the use of previously earned program income.

The Plant Funds had an increase in net position as Board approved project funds have been allocated. However, as of December 31, 2025, there were approximately \$3.8 million in outstanding commitments.

## **IMPLICATIONS**

### **Financial:**

The College had a beginning unrestricted General Fund balance of \$34.0 million or 23.4% of budgeted Fiscal Year 2026 General Fund Total Revenues of \$145.4 million.

### **Strategic Plan:**

The College's financial planning, forecasting and annual budget provide resources for all of the strategic plan's goals. Accurate and timely financial reporting is a key component of that process.

### **Human Resources:**

There are no human resources implications.

## **RISKS**

Due to the current economic environment, including inflation, and the uncertainty for projecting future enrollment, the College's finances will continue to have risk in future years.

## **OTHER OPTIONS/ALTERNATIVES**

N/A

## **RECOMMENDATIONS**

N/A



## **ATTACHMENTS**

1. Statement & Summary as of December 31, 2025 includes:
  - a. General Fund Operating Revenues, Expenses, and Transfers: Adopted Budget and Actual (Exhibit A)
  - b. General Fund Operating Expenses: Adopted Budget and Actual Expenses (Exhibit B)
  - c. Statement of Net Position (Exhibit C)
  - d. Schedule of Investments (Exhibit D)
  - e. Capital Projects (Exhibit E)
  - f. Statement of Revenue, Expenses and Changes in Net Position (Exhibit F)
  - g. External Community Sponsorships (Exhibit G)
  - h. Board of Trustees Expenses (Exhibit H)
  - i. Revenue and Expense Account Information (Attachment 1)
  - j. Asset, Liability and Net Position Account Information (Attachment 2)
  - k. Organization to Division Crosswalk (Attachment 3)
  - l. Glossary (Attachment 4)



**Lansing Community College**  
**General Fund**  
**Operating Revenues, Expenses, and Transfers: Adopted Budget and Actual**  
**Month Ending December 31, 2025 Financial Review**  
**(50% of Fiscal Year)**

LINE REF #	Operating Statement Line Item	Current Year FY 2026 Budget	Current Year FY 2026 Actual YTD Through 12/31/25	Current Year FY 2026 Balance	Current Year FY 2026 Percent Recognized	Prior Year FY 2025 Total Actual	Prior Year YTD Through 12/31/24	Prior Year FY 2025 Percent Recognized	% Point Variance FY 2026 % of Budget Posted to FY 2025 % of Actual
	<b><u>Revenues</u></b>								
1	State Appropriations	\$ 40,609,000	\$ 20,683,134	\$ 19,925,866	50.9%	\$ 40,359,928	\$ 19,800,986	49.1%	1.9
2	Property Taxes, Net of Estimated Uncollectible	\$ 58,347,000	\$ 28,737,794	\$ 29,609,206	49.3%	\$ 54,633,090	\$ 27,830,365	50.9%	(1.7)
3	Tuition & Fees, Net of Estimated Uncollectible	\$ 40,828,000	\$ 25,622,152	\$ 15,205,848	62.8%	\$ 41,285,342	\$ 23,566,830	57.1%	5.7
4	Other Revenues	\$ 5,614,000	\$ 2,953,530	\$ 2,660,470	52.6%	\$ 6,966,063	\$ 3,319,568	47.7%	5.0
	<b>Total Revenues</b>	<b>\$ 145,398,000</b>	<b>\$ 77,996,610</b>	<b>\$ 67,401,390</b>	<b>53.6%</b>	<b>\$ 143,244,423</b>	<b>\$ 74,517,749</b>	<b>52.0%</b>	<b>1.6</b>
	<b><u>Salary &amp; Benefit Expenses</u></b>								
5	Salaries & Wages	\$ 66,808,600	\$ 32,449,673	\$ 34,358,927	48.6%	\$ 65,890,989	\$ 31,084,491	47.2%	1.4
6	Employee Benefits	\$ 31,728,300	\$ 14,904,185	\$ 16,824,115	47.0%	\$ 30,421,885	\$ 15,026,541	49.4%	(2.4)
7	Compensated Absences	\$ -	\$ -	\$ -	0.0%	\$ 665,529	\$ -	0.0%	-
	<b>Total Salary &amp; Benefit Expenses</b>	<b>\$ 98,536,900</b>	<b>\$ 47,353,858</b>	<b>\$ 51,183,042</b>	<b>48.1%</b>	<b>\$ 96,978,403</b>	<b>\$ 46,111,032</b>	<b>47.5%</b>	<b>0.5</b>
	<b><u>Other Operating Expenses</u></b>								
8	Services & Supplies	\$ 26,135,100	\$ 14,609,530	\$ 11,525,570	55.9%	\$ 26,212,898	\$ 15,608,785	59.5%	(3.6)
	<b>Total Operating Expenses</b>	<b>\$ 124,672,000</b>	<b>\$ 61,963,388</b>	<b>\$ 62,708,612</b>	<b>49.7%</b>	<b>\$ 123,191,301</b>	<b>\$ 61,719,817</b>	<b>50.1%</b>	<b>(0.4)</b>
	<b><u>Student Financial Support Expenses</u></b>								
9	Institutional Scholarships	\$ 2,790,000	\$ 1,247,414	\$ 1,542,586	44.7%	\$ 2,412,348	\$ 997,234	41.3%	3.4
	<b>Total Expenses</b>	<b>\$ 127,462,000</b>	<b>\$ 63,210,802</b>	<b>\$ 64,251,198</b>	<b>49.6%</b>	<b>\$ 125,603,649</b>	<b>\$ 62,717,051</b>	<b>49.9%</b>	<b>(0.3)</b>
	<b><u>Transfers (In)/Out</u></b>								
10	Grant Match & Other, Net	\$ 925,000	\$ 103,499	\$ 821,502	11.2%	\$ 915,960	\$ 139,198	15.2%	(4.0)
11	Capital Equipment	\$ 900,000	\$ 900,000	\$ -	100.0%	\$ 600,000	\$ 600,000	100.0%	-
12	Debt Service	\$ 6,600,000	\$ 6,600,000	\$ -	100.0%	\$ 6,600,000	\$ 6,600,000	100.0%	-
13	Physical Plant Improvement	\$ 3,525,000	\$ 3,525,000	\$ -	100.0%	\$ 3,400,000	\$ 3,400,000	100.0%	-
14	Technology Infrastructure	\$ 2,800,000	\$ 2,800,000	\$ -	100.0%	\$ 2,800,000	\$ 2,800,000	100.0%	-
15	Technology Fee	\$ 207,000	\$ 193,111	\$ 13,889	93.3%	\$ 210,817	\$ 175,581	83.3%	10.0
16	Prefund FY2026 Tuition Rate Freeze	\$ -	\$ -	\$ -	0.0%	\$ 800,000	\$ 800,000	0.0%	-
17	Campus Master Plan	\$ 1,600,000	\$ 1,600,000	\$ -	0.0%	\$ 800,000	\$ 800,000	0.0%	-
18	Michigan New Jobs Training Program	\$ (75,000)	\$ -	\$ (75,000)	0.0%	\$ (254,318)	\$ (155,769)	61.2%	(61.2)
	<b>Total Transfers</b>	<b>\$ 16,482,000</b>	<b>\$ 15,721,609</b>	<b>\$ 760,391</b>	<b>95.4%</b>	<b>\$ 15,872,459</b>	<b>\$ 15,159,010</b>	<b>95.5%</b>	<b>(0.1)</b>
19	<b>Contingency</b>	<b>\$ 1,454,000</b>	<b>\$ -</b>	<b>\$ 1,454,000</b>	<b>0.0%</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>-</b>
	<b>Total Revenues</b>	<b>\$ 145,398,000</b>	<b>\$ 77,996,610</b>	<b>\$ 67,401,390</b>	<b>53.6%</b>	<b>\$ 143,244,423</b>	<b>\$ 74,517,749</b>	<b>52.0%</b>	<b>1.6</b>
	<b>Total Expenses and Transfers</b>	<b>\$ 145,398,000</b>	<b>\$ 78,932,411</b>	<b>\$ 66,465,589</b>	<b>54.3%</b>	<b>\$ 141,476,108</b>	<b>\$ 77,876,061</b>	<b>55.0%</b>	<b>(0.8)</b>
	<b>Net Change in Unrestricted Fund Balance</b>	<b>\$ -</b>	<b>\$ (935,801)</b>	<b>\$ 935,801</b>		<b>\$ 1,768,315</b>	<b>\$ (3,358,312)</b>		
	Unrestricted General Fund Balance Beginning of Period	\$ 34,035,725	\$ 34,035,725	\$ -		\$ 32,267,410	\$ 32,267,410		
	<b>Unrestricted General Fund Balance End of Period</b>	<b>\$ 34,035,725</b>	<b>\$ 33,099,924</b>	<b>\$ (935,801)</b>		<b>\$ 34,035,725</b>	<b>\$ 28,909,098</b>		



# Lansing Community College

EXHIBIT B

## General Fund

### Operating Expenses: Adopted Budget and Actual Expenses

Month Ending December 31, 2025 Financial Review

(50% of Fiscal Year)

LINE REF #	Operating Division/Account	Current Year FY 2026 Budget	Current Year FY 2026 Actual YTD Through 12/31/25	Current Year FY 2026 Balance	Current Year FY 2026 Percent Recognized	Prior Year FY 2025 Total Actual	Prior Year YTD Through 12/31/24	Prior Year FY 2025 Percent Recognized	% Point Variance FY 2026 % of Budget Posted to FY 2025 % of Actual
	<b><u>Operating Expenses - Divisions</u></b>								
1	Academic Affairs	\$ 9,156,200	\$ 4,874,995	\$ 4,281,205	53.2%	\$ 9,143,217	\$ 4,675,952	51.1%	2.1
2	Administrative Services	\$ 15,406,300	\$ 7,525,034	\$ 7,881,266	48.8%	\$ 15,041,368	\$ 7,392,703	49.1%	(0.3)
3	Advancement & External Affairs	\$ 1,589,900	\$ 713,097	\$ 876,803	44.9%	\$ 1,349,594	\$ 658,928	48.8%	(4.0)
4	Arts & Sciences	\$ 24,772,600	\$ 11,745,692	\$ 13,026,908	47.4%	\$ 25,623,858	\$ 11,579,984	45.2%	2.2
5	Board of Trustees	\$ 395,300	\$ 183,122	\$ 212,178	46.3%	\$ 300,975	\$ 161,071	53.5%	(7.2)
6	Business Operations	\$ 5,368,700	\$ 3,037,765	\$ 2,330,935	56.6%	\$ 4,816,382	\$ 2,630,635	54.6%	2.0
7	Community Education & Workforce Dvlprmt	\$ 4,265,600	\$ 1,923,797	\$ 2,341,803	45.1%	\$ 4,076,470	\$ 1,960,471	48.1%	(3.0)
8	Executive Office	\$ 2,083,600	\$ 911,752	\$ 1,171,848	43.8%	\$ 1,908,741	\$ 952,488	49.9%	(6.1)
9	Financial Services	\$ 6,605,600	\$ 3,422,655	\$ 3,182,945	51.8%	\$ 6,494,764	\$ 3,313,622	51.0%	0.8
10	Health & Human Services	\$ 11,316,400	\$ 5,067,849	\$ 6,248,551	44.8%	\$ 10,444,009	\$ 4,921,683	47.1%	(2.3)
11	Human Resources	\$ 2,390,200	\$ 1,083,041	\$ 1,307,159	45.3%	\$ 2,133,235	\$ 1,150,300	53.9%	(8.6)
12	Information Technology Services	\$ 15,566,700	\$ 9,106,504	\$ 6,460,196	58.5%	\$ 15,232,122	\$ 9,892,581	64.9%	(6.4)
13	Office of Empowerment	\$ 1,400,200	\$ 463,284	\$ 936,916	33.1%	\$ 1,187,127	\$ 499,477	42.1%	(9.0)
14	Student Affairs	\$ 12,213,600	\$ 6,154,451	\$ 6,059,149	50.4%	\$ 12,903,532	\$ 6,363,196	49.3%	1.1
15	Technical Careers	\$ 12,141,100	\$ 5,750,351	\$ 6,390,749	47.4%	\$ 11,870,378	\$ 5,566,726	46.9%	0.5
16	Compensated Absences	\$ -	\$ -	\$ -	0.0%	\$ 665,529	\$ -	100.0%	-
	<b>Total all Divisions</b>	<b>\$ 124,672,000</b>	<b>\$ 61,963,388</b>	<b>\$ 62,708,612</b>	<b>49.7%</b>	<b>\$ 123,191,301</b>	<b>\$ 61,719,817</b>	<b>50.1%</b>	<b>(0.4)</b>
	<b><u>Operating Expenses - Account</u></b>								
17	Full-Time Administrator	\$ 12,274,200	\$ 6,271,972	\$ 6,002,228	51.1%	\$ 12,470,839	\$ 6,252,616	50.1%	1.0
18	Full-Time Professional Technical	\$ 14,075,600	\$ 7,201,842	\$ 6,873,758	51.2%	\$ 13,352,776	\$ 6,459,553	48.4%	2.8
19	Part-Time Professional Technical	\$ 784,800	\$ 305,524	\$ 479,276	38.9%	\$ 679,745	\$ 365,130	53.7%	(14.8)
20	Full-Time Faculty	\$ 17,449,300	\$ 7,870,613	\$ 9,578,687	45.1%	\$ 18,090,857	\$ 7,874,667	43.5%	1.6
21	Part-Time Faculty	\$ 9,499,500	\$ 4,618,239	\$ 4,881,261	48.6%	\$ 9,567,023	\$ 4,306,717	45.0%	3.6
22	Full-Time Support	\$ 10,224,100	\$ 5,096,576	\$ 5,127,524	49.8%	\$ 9,553,749	\$ 4,820,449	50.5%	(0.6)
23	Part-Time Support	\$ 1,813,600	\$ 697,170	\$ 1,116,430	38.4%	\$ 1,417,608	\$ 706,612	49.8%	(11.4)
24	Student	\$ 687,500	\$ 387,736	\$ 299,764	56.4%	\$ 758,391	\$ 298,746	39.4%	17.0
	Total Salaries & Wages	\$ 66,808,600	\$ 32,449,673	\$ 34,358,927	48.6%	\$ 65,890,989	\$ 31,084,491	47.2%	1.4
25	Employee Benefits	\$ 31,728,300	\$ 14,904,185	\$ 16,824,115	47.0%	\$ 30,421,885	\$ 15,026,541	49.4%	(2.4)
26	Compensated Absences	\$ -	\$ -	\$ -	0.0%	\$ 665,529	\$ -	0.0%	-
27	Institutional Expenses	\$ 2,070,300	\$ 1,303,249	\$ 767,051	62.9%	\$ 1,796,245	\$ 1,320,802	73.5%	(10.6)
28	Utilities	\$ 3,479,200	\$ 1,845,924	\$ 1,633,276	53.1%	\$ 3,902,722	\$ 1,766,295	45.3%	7.8
29	Professional Services	\$ 1,256,800	\$ 296,684	\$ 960,116	23.6%	\$ 865,413	\$ 511,652	59.1%	(35.5)
30	Purchased Services	\$ 4,941,800	\$ 2,378,820	\$ 2,562,980	48.1%	\$ 5,026,556	\$ 2,500,386	49.7%	(1.6)
31	Rental Expense	\$ 666,100	\$ 279,903	\$ 386,197	42.0%	\$ 909,503	\$ 425,760	46.8%	(4.8)
32	Repair & Maintenance	\$ 2,077,400	\$ 1,163,501	\$ 913,899	56.0%	\$ 2,033,070	\$ 1,142,299	56.2%	(0.2)
33	Supplies & Non-Capital Equipment	\$ 9,728,200	\$ 6,583,884	\$ 3,144,316	67.7%	\$ 10,073,014	\$ 7,270,170	72.2%	(4.5)
34	Travel, Training & Conferences	\$ 1,915,300	\$ 757,567	\$ 1,157,733	39.6%	\$ 1,606,375	\$ 671,423	41.8%	(2.2)
	Total Services & Supplies	\$ 26,135,100	\$ 14,609,530	\$ 11,525,570	55.9%	\$ 26,212,898	\$ 15,608,785	59.5%	(3.6)
	<b>Total All Accounts</b>	<b>\$ 124,672,000</b>	<b>\$ 61,963,388</b>	<b>\$ 62,708,612</b>	<b>49.7%</b>	<b>\$ 123,191,301</b>	<b>\$ 61,719,817</b>	<b>50.1%</b>	<b>(0.4)</b>



**Lansing Community College**  
**Statement of Net Position**  
**Month Ending December 31, 2025**

Line Ref #	Statement Line Item	Current Fiscal Year 2026	Prior Fiscal Year 2025
	<b>Current Assets:</b>		
1	Cash & Cash Equivalents	\$ 9,452,658	\$ 9,009,907
2	Short-Term Investments	\$ 66,246,085	\$ 72,127,970
3	Property Taxes Receivable, Net of Est Uncollectible	\$ 25,982,922	\$ 24,972,189
4	State Appropriations Receivable	\$ 27,011,744	\$ 26,554,448
5	Federal & State Grants Receivable	\$ 2,065,444	\$ 3,670,517
6	Accounts Receivable, Net of Est Uncollectible	\$ 18,485,833	\$ 16,378,412
7	Prepaid Expenses	\$ 1,363,813	\$ 1,520,150
8	Due from Component Unit	\$ 33,722	\$ 18,008
	<b>Total Current Assets</b>	<b>\$ 150,642,222</b>	<b>\$ 154,251,601</b>
	<b>Non-Current Assets:</b>		
9	Long-Term Investments	\$ 5,021,680	\$ -
10	Capital Assets, Net of Accumulated Depreciation	\$ 223,903,081	\$ 223,929,879
11	Net Other Post-Employment Benefits Asset	\$ 18,951,265	\$ 2,549,473
	<b>Total Noncurrent Assets</b>	<b>\$ 247,876,026</b>	<b>\$ 226,479,352</b>
	<b>Total Assets</b>	<b>\$ 398,518,248</b>	<b>\$ 380,730,953</b>
	<b>Deferred Outflow of Resources:</b>		
12	Deferred Charge on Refunding	\$ 1,273,184	\$ 1,455,068
13	Deferred Pension Amounts	\$ 36,402,806	\$ 49,257,467
	<b>Total Deferred Outflows of Resources</b>	<b>\$ 37,675,990</b>	<b>\$ 50,712,535</b>
	<b>Current Liabilities:</b>		
14	Accounts Payable	\$ 497,922	\$ 493,550
15	Accrued Interest Payable	\$ 469,131	\$ 500,155
16	Accrued Payroll & Other Compensation	\$ 4,147,049	\$ 4,063,859
17	Current Compensated Absences Obligations	\$ 3,852,762	\$ 3,842,292
18	Unearned Revenue	\$ 64,239,203	\$ 61,627,715
19	Current Portion of Long-Term Lease/Subscript Obligations	\$ 2,175,395	\$ 2,188,907
20	Current Portion of Long-Term Debt Obligations	\$ 5,255,000	\$ 5,060,000
	<b>Total Current Liabilities</b>	<b>\$ 80,636,462</b>	<b>\$ 77,776,478</b>
	<b>Non-Current Liabilities:</b>		
21	Compensated Absences Liability	\$ 4,470,639	\$ 3,815,562
22	Bonds Payable	\$ 76,318,228	\$ 81,978,054
23	Lease & Subscription Liability	\$ 2,611,389	\$ 2,455,643
24	Net Pension Liability	\$ 107,116,780	\$ 143,514,579
	<b>Total Noncurrent Liabilities</b>	<b>\$ 190,517,036</b>	<b>\$ 231,763,838</b>
	<b>Total Liabilities</b>	<b>\$ 271,153,498</b>	<b>\$ 309,540,316</b>
25	<b>Deferred Inflow of Resources - Pension Amounts</b>	<b>\$ 69,697,640</b>	<b>\$ 57,664,686</b>
26	<b>Net Position:</b>		
	Invested in Capital Assets, Net of Related Debt	\$ 138,816,253	\$ 133,702,343
	Restricted:		
	Restricted Fund Activities	\$ 2,471,056	\$ 3,006,360
	Capital Projects	\$ 2,089,657	\$ 3,593,200
	Net Other Post-Employment Benefits Asset	\$ 18,951,265	\$ 2,549,473
	Unrestricted	\$ (66,985,132)	\$ (78,612,890)
	<b>Total Net Position</b>	<b>\$ 95,343,099</b>	<b>\$ 64,238,486</b>



**Lansing Community College**  
**Schedule of Investments**  
**Month Ending December 31, 2025**

EXHIBIT D

Short Term (< one year)

Account	Market Value	Yield	FY2026 YTD Income
CDARs First National Bank of Michigan	\$ 18,395,481	3.69%	\$ 339,670
ICS First National Bank of Michigan	\$ 6,283,172	2.25%	\$ 88,023
PNC Money Market Account	\$ 15,354,517	3.82%	\$ 333,494
Michigan Liquid Asset Fund Investments	\$ 26,212,916	3.86%	\$ 420,780
<b>Total Short Term Investments</b>	<b>\$ 66,246,085</b>		<b>\$ 1,181,968</b>

Long Term (> one year)

Account	Market Value	Yield	FY2026 YTD Income
Treasury Note JPMorgan Securities	\$ 5,021,680	3.87%	\$ 110,742
<b>Total Long Term Investments</b>	<b>\$ 5,021,680</b>		<b>\$ 110,742</b>

**Lansing Community College**  
**Capital Projects**  
**Month Ending December 31, 2025**

EXHIBIT E

Approved Capital Projects	Project Approved Budget	Cumulative Project Expenses	Outstanding Commitments	Uncommitted Balance
CY2023 Capital Project Gannon Transfer Center	\$ 3,600,000	\$ 1,503,543	\$ 1,345,654	\$ 750,802
CY2023 Capital Project WC Cyber Security Center	\$ 3,200,000	\$ 2,852,354	\$ 294,362	\$ 53,284
CY2023 Capital Project Police Department Office	\$ 500,000	\$ -	\$ -	\$ 500,000
CY2024 Capital Project CRAA Lease Termination	\$ 1,500,000	\$ 377,457	\$ -	\$ 1,122,543
CY2025 Capital Project A&S Building Fume Hood Replacement	\$ 1,300,000	\$ -	\$ -	\$ 1,300,000
CY2025 Capital Project HHS Simulation Center	\$ 6,250,000	\$ -	\$ -	\$ 6,250,000
<b>Total Capital Projects</b>	<b>\$ 16,350,000</b>	<b>\$ 4,733,354</b>	<b>\$ 1,640,016</b>	<b>\$ 9,976,630</b>



**Lansing Community College**  
**Statement of Revenues, Expenses and Changes in Net Position**  
**Month Ending December 31, 2025**

EXHIBIT F

Operating Statement Line item	All Funds Current Year-to-Date Actual	General Fund	Pension Liability Fund	Designated Funds	Auxiliary Service Funds	Restricted Funds	Plant Funds
<b>Operating Revenues:</b>							
Tuition & Fees, Net of Estimated Uncollectible	\$ 27,328,871	\$ 25,622,152	\$ -	\$ -	\$ 965,553	\$ -	\$ 741,165
Federal Grants & Contracts	\$ 1,843,440	\$ -	\$ -	\$ -	\$ -	\$ 1,843,440	\$ -
State Grants & Contracts	\$ 459,025	\$ -	\$ -	\$ -	\$ -	\$ 459,025	\$ -
Local Grants & Contracts	\$ 2,844,765	\$ 1,438,143	\$ -	\$ -	\$ -	\$ 1,406,623	\$ -
Sales & Services of Auxiliary Activities	\$ 343,195	\$ 362	\$ -	\$ -	\$ 339,521	\$ -	\$ 3,312
Michigan New Jobs Training Programs	\$ 2,875	\$ -	\$ -	\$ -	\$ -	\$ 2,875	\$ -
Miscellaneous	\$ 398,119	\$ 212,276	\$ -	\$ 17,800	\$ 47,644	\$ -	\$ 120,399
<b>Total Operating Revenue</b>	<b>\$ 33,220,290</b>	<b>\$ 27,272,932</b>	<b>\$ -</b>	<b>\$ 17,800</b>	<b>\$ 1,352,719</b>	<b>\$ 3,711,963</b>	<b>\$ 864,876</b>
<b>Operating Expenses:</b>							
Instruction	\$ 17,825,980	\$ 17,414,445	\$ -	\$ 469	\$ -	\$ 411,066	\$ -
Instructional Support	\$ 11,613,388	\$ 11,040,868	\$ -	\$ 58,987	\$ -	\$ 513,532	\$ -
Student Services	\$ 19,666,300	\$ 8,717,953	\$ -	\$ 30,804	\$ -	\$ 10,917,543	\$ -
Public Services	\$ 1,479,698	\$ 778,911	\$ -	\$ 7,525	\$ 292,150	\$ 401,112	\$ -
Operation & Maintenance of Plant	\$ 9,723,713	\$ 6,728,948	\$ -	\$ 40,202	\$ 528,834	\$ 512,531	\$ 1,913,199
Information Technology	\$ 11,109,100	\$ 9,106,504	\$ -	\$ 278,518	\$ 13,697	\$ 55,703	\$ 1,654,678
Institutional Administration	\$ 11,509,478	\$ 9,423,173	\$ -	\$ -	\$ (12,182)	\$ 2,098,487	\$ -
Depreciation & Amortization	\$ 4,803,686	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,803,686
<b>Total Operating Expenses</b>	<b>\$ 87,731,344</b>	<b>\$ 63,210,802</b>	<b>\$ -</b>	<b>\$ 416,505</b>	<b>\$ 822,498</b>	<b>\$ 14,909,975</b>	<b>\$ 8,371,563</b>
<b>Operating Income (Loss)</b>	<b>\$ (54,511,054)</b>	<b>\$ (35,937,870)</b>	<b>\$ -</b>	<b>\$ (398,705)</b>	<b>\$ 530,220</b>	<b>\$ (11,198,013)</b>	<b>\$ (7,506,687)</b>
<b>Non Operating Revenues (Expenses):</b>							
State Appropriations	\$ 22,871,035	\$ 20,683,134	\$ -	\$ -	\$ -	\$ 2,187,901	\$ -
Property Taxes, Net of Estimated Uncollectible	\$ 28,737,794	\$ 28,737,794	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Income	\$ 1,288,383	\$ 1,288,383	\$ -	\$ -	\$ -	\$ -	\$ -
Interest on Capital Asset - Related Debt	\$ (1,407,393)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (1,407,393)
PELL	\$ 8,736,332	\$ -	\$ -	\$ -	\$ -	\$ 8,736,332	\$ -
Miscellaneous Non-Operating Revenue/(Loss)	\$ 40,220	\$ 14,367	\$ -	\$ -	\$ -	\$ -	\$ 25,853
<b>Net Non-operating Revenue (Expenses)</b>	<b>\$ 60,266,370</b>	<b>\$ 50,723,677</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,924,233</b>	<b>\$ (1,381,540)</b>
<b>Income (Loss) Before Transfers</b>	<b>\$ 5,755,316</b>	<b>\$ 14,785,808</b>	<b>\$ -</b>	<b>\$ (398,705)</b>	<b>\$ 530,220</b>	<b>\$ (273,780)</b>	<b>\$ (8,888,227)</b>
<b>Transfers:</b>							
Transfers In/(Out), Net	\$ -	\$ (15,721,609)	\$ -	\$ 193,111	\$ (400,000)	\$ 103,499	\$ 15,825,000
Capitalization of Fixed Assets From Non-Plant Funds	\$ -	\$ -	\$ -	\$ (46,103)	\$ -	\$ (371,124)	\$ 417,227
<b>Net Increase (Decrease) in Net Position</b>	<b>\$ 5,755,316</b>	<b>\$ (935,801)</b>	<b>\$ -</b>	<b>\$ (251,698)</b>	<b>\$ 130,220</b>	<b>\$ (541,405)</b>	<b>\$ 7,353,999</b>
<b>Net Position:</b>							
Beginning of Year	\$ 89,587,783	\$ 34,035,725	\$ (121,460,349)	\$ 7,161,543	\$ 2,208,262	\$ 3,012,461	\$ 164,630,141
<b>Net Position End of Period</b>	<b>\$ 95,343,099</b>	<b>\$ 33,099,924</b>	<b>\$ (121,460,349)</b>	<b>\$ 6,909,845</b>	<b>\$ 2,338,482</b>	<b>\$ 2,471,056</b>	<b>\$ 171,984,140</b>



**Lansing Community College**

Fiscal Year 2026

EXHIBIT G

Month Ending December 31, 2025 External Community Sponsorships

Date	Organization	Invoice Description	Amount	Strategic Value of Investment
7/17/2025	OurSpace 517	Hispanic Heritage Weekend	\$ 2,500	The College's support of OurSpace 517's Hispanic Heritage Weekend is an opportunity to grow a partnership with a social outreach organization that promotes community, culture, entrepreneurship, and youth development. This event offers space for cultural expression, storytelling, and economic opportunity, aligning with the College's strategic goals of strengthening community engagement and partnerships and purpose and equity.
8/4/2025	The Turning Point of Lansing	Student Program Activities	\$ 4,000	The partnership between the College and The Turning Point of Lansing offers students a variety of educational opportunities, including mentoring, assistance with scholarship applications, and information regarding unique learning opportunities outside of a university experience. The mission, goals, and student programming of The Turning Point of Lansing align with the College's strategic goals in the areas of purpose and equity, community engagement and partnerships, and fostering student enrollment, retention, and completion.
8/4/2025	Grit, Glam, & Guts	Black Girl Day of Play	\$ 3,000	The Black Girl Day of Play celebrates black girlhood and supports members of the Lansing community by featuring local black artists and girl-centered organizations. This event is an opportunity for the College to show its commitment to purpose and equity while also strengthening our engagement with the community. LCC staff represented the college by attending event activities and hosting an informational booth.
8/13/2025	Anishinaabe Friendship Center	2nd Annual Dance By The River Pow Wow	\$ 5,000	This event aligns strongly with the College's goals, particularly strengthening community engagement and partnerships, by creating authentic, mutually beneficial relationships that uplift underrepresented communities and promoting shared growth and understanding. The College's support fosters a meaningful partnership with the Anishinaabe Friendship Center and the Native community by demonstrating a commitment to culture, equity, supporting Indigenous-led initiatives, and building lasting relationships grounded in respect and shared values.
9/11/2025	Lansing Promise	2025-2026 Operational Funds	\$ 10,000	The College is a member of the Lansing Promise Zone Authority. The College's support allows the Lansing Promise to continue its work toward increasing student enrollment, creating awareness around post-secondary options, and creating a pipeline of scholars entering LCC. A number of Hope and Lansing Promise students enroll at LCC annually. This contribution demonstrates our commitment to achieving academic excellence with purpose and equity, and builds and enhances mutually beneficial relationships with community partners.
10/1/2025	CapCAN	2025-2026 Operational Funds	\$ 10,000	This sponsorship aligns with the College's strategic goals of achieving academic excellence with purpose and equity, as CapCAN is dedicated to making postsecondary education attainable for all capital area residents by aligning institutions and resources. Furthermore, the ongoing collaboration between CapCAN and the College remains essential for both organizations, with leaders from each contributing in various roles to benefit the entire community.
11/4/2025	Lansing Entertainment & Public Facilities Authority (LEPFA)	Silver Bells in the City	\$ 1,000	This annual event aligns with the College's strategic goal of community engagement and partnerships by strengthening the College's cooperative relationship with Downtown Lansing Inc. and exposing tri-county residents to its downtown campus. Silver Bells is accessible and open to all by offering in-person and virtual attendance options. In addition, the College holds a watch party for this event on campus.
<b>Total</b>			<b>\$ 35,500</b>	



**Lansing Community College**  
**Board of Trustees Summary Expenses**  
**Month Ending December 31, 2025**

<b>Description</b>	<b>Fiscal Year 2026 Budget</b>	<b>Fiscal Year 2026 Actuals</b>
Salaries	\$ 129,800	\$ 65,413
Employee Benefits	\$ 59,000	\$ 24,537
Institutional Expenditures	\$ 1,500	\$ 554
Professional Fees	\$ 85,000	\$ 24,064
Purchased Services	\$ 13,000	\$ 6,141
Supplies & Non-Capital Equipment	\$ 22,000	\$ 15,808
Travel, Training & Conferences	\$ 85,000	\$ 46,606
<b>Totals - Board of Trustees</b>	<b>\$ 395,300</b>	<b>\$ 183,122</b>



**Lansing Community College**  
Board of Trustees Non Labor Detail Expenses  
Month Ending December 31, 2025

EXHIBIT H

Date	Board Member	Amount	Description	Payee
<b>Chargeback Telephone Phone</b>				
1-Sep-25	General - Operations	\$ 30	Phone_2025_Jul	Lansing Community College
1-Sep-25	General - Operations	\$ 60	Phone_2025_Aug	Lansing Community College
1-Oct-25	General - Operations	\$ 30	Phone_2025_Sep	Lansing Community College
1-Nov-25	General - Operations	\$ 60	Phone_2025_Oct	Lansing Community College
1-Dec-25	General - Operations	\$ 60	Phone_2025_Nov	Lansing Community College
31-Dec-25	General - Operations	\$ 50	Phone_2025_Dec_Accrual	Lansing Community College
<b>Total</b>		<b>\$ 290</b>		
<b>Chargeback Print &amp; Copy</b>				
1-Aug-25	General - Operations	\$ 29	Print Copy_2025_July	Lansing Community College
1-Sep-25	General - Operations	\$ 3	Print Copy_2025_Aug	Lansing Community College
1-Oct-25	General - Operations	\$ 18	Print Copy_2025_Sept	Lansing Community College
1-Nov-25	General - Operations	\$ 60	Print Copy_2025_Oct	Lansing Community College
1-Dec-25	General - Operations	\$ 20	Print Copy_2025_Nov	Lansing Community College
<b>Total</b>		<b>\$ 129</b>		
<b>Chargeback Postage</b>				
1-Nov-25	General - Operations	\$ 134	Mail Services_2025_Oct	Lansing Community College
<b>Total</b>		<b>\$ 134</b>		
	<b>Grand Total</b>	<b>\$ 554</b>	<b>Institutional Expenses</b>	
<b>Audit Services</b>				
30-Sep-25	General - Operations	\$ 4,770	Internal Audit Services	Baker Tilly Beers & Cutler, LLC
27-Oct-25	General - Operations	\$ 12,661	Internal Audit Services	Baker Tilly Beers & Cutler, LLC
20-Nov-25	General - Operations	\$ 6,634	Internal Audit Services	Baker Tilly Advisory Group, LP
<b>Total</b>		<b>\$ 24,064</b>		
	<b>Grand Total</b>	<b>\$ 24,064</b>	<b>Professional Fees</b>	
<b>Advertising</b>				
23-Jul-25	General - Operations	\$ 1,303	LSJ Ad Public Hearing on Budget	Gannett Michigan LocaliQ
<b>Total</b>		<b>\$ 1,303</b>		
<b>Commercial Printing/Publication</b>				
22-Aug-25	General - Operations	\$ 1,040	June 2025 Board Meeting Materials	Allegra Print Mail Lansing
24-Oct-25	General - Operations	\$ 1,512	September 2025 Board Meeting Materials	Allegra Print Mail Lansing
24-Nov-25	General - Operations	\$ 2,285	October 2025 Board Meeting Materials	Allegra Print Mail Lansing
<b>Total</b>		<b>\$ 4,838</b>		
	<b>Grand Total</b>	<b>\$ 6,141</b>	<b>Purchased Services</b>	
<b>Memberships</b>				
15-Jul-25	General - Operations	\$ 7,745	Annual Membership Dues	Assn of Comm College Trustees
<b>Total</b>		<b>\$ 7,745</b>		
<b>Software &amp; Site Licenses</b>				
1-Sep-25	General - Operations	\$ 6,397	Document Management Software	Doctract
24-Nov-25	General - Operations	\$ 120	Renewal of Dropbox for Board of Trustees	Dropbox
24-Nov-25	General - Operations	\$ 144	Editing Software	Grammarly
<b>Total</b>		<b>\$ 6,661</b>		
<b>Supplies</b>				
22-Aug-25	Garcia, Frazier, Thomas	\$ 694	Apparel for Trustees	Advance Online Shop LCC Stars
30-Oct-25	General - Operations	\$ 62	Office Supplies	B Duncan
30-Oct-25	General - Operations	\$ 39	Office Supplies	B Duncan
22-Nov-25	Lovell & Mathews	\$ 429	Apparel for Trustees	Advance Online Shop LCC Stars
26-Nov-25	General - Operations	\$ 18	Office Supplies	Amazon
26-Nov-25	General - Operations	\$ 45	Office Supplies	Amazon
26-Nov-25	General - Operations	\$ 115	Office Supplies	Amazon
<b>Total</b>		<b>\$ 1,402</b>		
	<b>Grand Total</b>	<b>\$ 15,808</b>	<b>Supplies &amp; Non-Capital Equipment</b>	



**Lansing Community College**  
**Board of Trustees Non Labor Detail Expenses**  
**Month Ending December 31, 2025**

EXHIBIT H

Date	Board Member	Amount	Description	Payee
<b>Travel Lodging</b>				
27-Aug-25	C Taylor	\$ 702	MCCA Summer Conference	Mission Point Resort
27-Aug-25	H Lovell	\$ 834	MCCA Summer Conference	Mission Point Resort
27-Aug-25	L Thomas	\$ 757	MCCA Summer Conference	Mission Point Resort
27-Aug-25	R Proctor	\$ 702	MCCA Summer Conference	Mission Point Resort
27-Aug-25	T Frazier	\$ 834	MCCA Summer Conference	Mission Point Resort
9-Sep-25	N Garcia	\$ 834	MCCA Summer Conference	Mission Point Resort
23-Oct-25	A Mathews	\$ 209	MCCA Fall Board of Directors Meeting	Doubletree Hotels
30-Oct-25	B Duncan	\$ 1,315	ACCT Leadership Congress	Marriott New Orleans
30-Oct-25	C Taylor	\$ 1,175	ACCT Leadership Congress	Marriott New Orleans
30-Oct-25	L Thomas	\$ 1,469	ACCT Leadership Congress	Marriott New Orleans
30-Oct-25	H Lovell	\$ 1,175	ACCT Leadership Congress	Marriott New Orleans
30-Oct-25	T Frazier	\$ 1,315	ACCT Leadership Congress	Marriott New Orleans
30-Oct-25	R Proctor	\$ 1,469	ACCT Leadership Congress	Marriott New Orleans
30-Oct-25	N Garcia	\$ 1,175	ACCT Leadership Congress	Marriott New Orleans
30-Oct-25	A Mathews	\$ 1,644	ACCT Leadership Congress	Marriott New Orleans
<b>Total</b>		<b>\$ 15,606</b>		
<b>Travel Meal Allowance</b>				
12-Aug-25	N Garcia	\$ 117	MCCA Summer Conference	N Garcia
12-Aug-25	T Frazier	\$ 9	MCCA Summer Conference	T Frazier
12-Aug-25	R Proctor	\$ 191	MCCA Summer Conference	Mission Point Resort
12-Aug-25	R Proctor	\$ (74)	MCCA Summer Conference	R Proctor
17-Sep-25	H Lovell	\$ 81	MCCA Summer Conference	H Lovell
30-Sep-25	L Thomas	\$ 81	MCCA Summer Conference	L Thomas
30-Oct-25	B Duncan	\$ 217	ACCT Leadership Congress	B Duncan
5-Nov-25	T Frazier	\$ 197	ACCT Leadership Congress	T Frazier
5-Nov-25	N Garcia	\$ 230	ACCT Leadership Congress	N Garcia
5-Nov-25	H Lovell	\$ 197	ACCT Leadership Congress	H Lovell
5-Nov-25	R Proctor	\$ 194	ACCT Leadership Congress	R Proctor
5-Nov-25	C Taylor	\$ 197	ACCT Leadership Congress	C Taylor
11-Nov-25	A Mathews	\$ 277	ACCT Leadership Congress	A Mathews
12-Nov-25	L Thomas	\$ 277	ACCT Leadership Congress	L Thomas
<b>Total</b>		<b>\$ 2,191</b>		
<b>Travel Miscellaneous</b>				
12-Aug-25	N Garcia	\$ 75	MCCA Summer Conference	N Garcia
12-Aug-25	T Frazier	\$ 75	MCCA Summer Conference	T Frazier
20-Aug-25	R Proctor	\$ 77	MCCA Summer Conference	R Proctor
17-Sep-25	C Taylor	\$ 75	MCCA Summer Conference	C Taylor
17-Sep-25	H Lovell	\$ 75	MCCA Summer Conference	H Lovell
23-Oct-25	A Mathews	\$ 14	MCCA Fall Board of Directors Meeting	Doubletree Hotel
30-Oct-25	B Duncan	\$ 160	ACCT Leadership Congress	Metro Airport Parking
5-Nov-25	T Frazier	\$ 223	ACCT Leadership Congress	T Frazier
5-Nov-25	N Garcia	\$ 185	ACCT Leadership Congress	N Garcia
5-Nov-25	H Lovell	\$ 75	ACCT Leadership Congress	H Lovell
5-Nov-25	R Proctor	\$ 15	ACCT Leadership Congress	R Proctor
5-Nov-25	C Taylor	\$ 110	ACCT Leadership Congress	C Taylor
11-Nov-25	A Mathews	\$ 35	ACCT Leadership Congress	A Mathews
12-Nov-25	L Thomas	\$ 35	ACCT Leadership Congress	L Thomas
<b>Total</b>		<b>\$ 1,229</b>		
<b>Travel Transportation</b>				
9-Sep-25	T Frazier	\$ 483	ACCT Leadership Congress	Delta Air Lines
29-Sep-25	A Mathews	\$ 493	ACCT Leadership Congress	Delta Air Lines
29-Sep-25	C Taylor	\$ 582	ACCT Leadership Congress	Delta Air Lines
29-Sep-25	H Lovell	\$ 592	ACCT Leadership Congress	Delta Air Lines
29-Sep-25	L Thomas	\$ 493	ACCT Leadership Congress	Delta Air Lines
29-Sep-25	N Garcia	\$ 592	ACCT Leadership Congress	Delta Air Lines
29-Sep-25	R Proctor	\$ 503	ACCT Leadership Congress	Delta Air Lines
30-Oct-25	B Duncan	\$ 249	ACCT Leadership Congress	B Duncan
30-Oct-25	B Duncan	\$ 275	ACCT Leadership Congress	Uber
5-Nov-25	4 Trustees	\$ 123	ACCT Leadership Congress	Uber
5-Nov-25	3 Trustees	\$ 111	ACCT Leadership Congress	R Proctor
<b>Total</b>		<b>\$ 4,496</b>		



**Lansing Community College**  
**Board of Trustees Non Labor Detail Expenses**  
**Month Ending December 31, 2025**

EXHIBIT H

Date	Board Member	Amount	Description	Payee
<b>Travel Registration Fees</b>				
4-Sep-25	7 Trustees	\$ 6,860	MCCA Summer Conference	Michigan Community College Assn
30-Oct-25	B Duncan	\$ 120	ACCT Leadership Congress	Assn of Comm College Trustees
22-Nov-25	T Frazier	\$ 800	ACCT National Legislative Summit	Assn of Comm College Trustees
22-Nov-25	H Lovell	\$ 800	ACCT National Legislative Summit	Assn of Comm College Trustees
22-Nov-25	A Mathews	\$ 800	ACCT National Legislative Summit	Assn of Comm College Trustees
22-Nov-25	R Proctor	\$ 800	ACCT National Legislative Summit	Assn of Comm College Trustees
22-Nov-25	C Taylor	\$ 800	ACCT National Legislative Summit	Assn of Comm College Trustees
22-Nov-25	L Thomas	\$ 800	ACCT National Legislative Summit	Assn of Comm College Trustees
<b>Total</b>		<b>\$ 11,780</b>		
<b>Travel Mileage Expense</b>				
12-Aug-25	N Garcia	\$ 316	MCCA Summer Conference	N Garcia
12-Aug-25	T Frazier	\$ 316	MCCA Summer Conference	T Frazier
20-Aug-25	R Proctor	\$ 329	MCCA Summer Conference	R Proctor
17-Sep-25	C Taylor	\$ 332	MCCA Summer Conference	C Taylor
17-Sep-25	H Lovell	\$ 326	MCCA Summer Conference	H Lovell
30-Sep-25	L Thomas	\$ 323	MCCA Summer Conference	L Thomas
22-Oct-25	A Mathews	\$ 80	MCCA Fall Board of Directors Meeting	A Mathews
31-Oct-25	B Duncan	\$ 134	ACCT Leadership Congress	B Duncan
5-Nov-25	T Frazier	\$ 126	ACCT Leadership Congress	T Frazier
5-Nov-25	N Garcia	\$ 120	ACCT Leadership Congress	N Garcia
5-Nov-25	H Lovell	\$ 144	ACCT Leadership Congress	H Lovell
5-Nov-25	R Proctor	\$ 11	ACCT Leadership Congress	R Proctor
5-Nov-25	C Taylor	\$ 121	ACCT Leadership Congress	C Taylor
12-Nov-25	L Thomas	\$ 104	ACCT Leadership Congress	L Thomas
<b>Total</b>		<b>\$ 2,782</b>		
<b>Meeting Expense</b>				
16-Sep-25	General - Operations	\$ 605	May 2025 Board Meeting	A Catered Affaire Inc
17-Sep-25	General - Operations	\$ 395	April 2025 Board Meeting	A Catered Affaire Inc
30-Sep-25	General - Operations	\$ 281	Dinner Reservation at ACCT Leadership Congress	Morrow Steak
21-Oct-25	General - Operations	\$ 515	September 2025 Board Meeting	A Catered Affaire Inc
5-Nov-25	General - Operations	\$ 1,051	ACCT Leadership Congress	Morrow Steak
5-Nov-25	General - Operations	\$ 826	ACCT Leadership Congress	GW Fins
25-Nov-25	General - Operations	\$ 250	Deposit for December Board Retreat	Capital Prime Steak
<b>Total</b>		<b>\$ 3,922</b>		
<b>Event Expense</b>				
24-Jul-25	General - Operations	\$ 100	Fall Kickoff Food Truck Deposit	Udderly Delicious
5-Aug-25	General - Operations	\$ 522	Fall Kickoff Food Truck Deposit	Saddleback BBQ
13-Aug-25	General - Operations	\$ 313	Fall Kickoff Bottled Water	Amazon
23-Sep-25	General - Operations	\$ 253	Fall Kickoff Food Truck	Happy Bowl
23-Sep-25	General - Operations	\$ 1,030	Fall Kickoff Food Truck	Two Guys Nomadic Grill
26-Sep-25	General - Operations	\$ 1,064	Fall Kickoff Food Truck	Udderly Delicious
26-Sep-25	General - Operations	\$ 1,319	Fall Kickoff Food Truck	Southern Boy BBQ
<b>Total</b>		<b>\$ 4,600</b>		
	<b>Grand Total</b>	<b>\$ 46,606</b>	<b>Travel, Training &amp; Conferences</b>	
	<b>Grand Total</b>	<b>\$ 93,172</b>	<b>Non Labor Expenses</b>	



## LANSING COMMUNITY COLLEGE

### Revenue and Expense Account Information

Exhibit	Line	Account Title	Exhibit	Line	Account Title
<b>REVENUES</b>			B	30	<b>Purchased Services</b>
					Advertising
A	1	<b>State Appropriations</b>			Commercial Printing/Publication
					Curriculum Development/Contracted
A	2	<b>Property Taxes, Net of Estimated Uncollectible</b>			Direct Instruction/Contracted
					Equipment Moving
A	3	<b>Tuition and Fees, Net of Estimated Uncollectible</b>			Instructional Support/Contracted
					Service Contracts
A	4	<b>Other Revenues</b>			Technical Support
		County School District Programs			Temporary Help/Agency
		Gain on Sale of Fixed Assets			Miscellaneous Purchased Services
		Investment Income/Interest			
<b>EXPENSES</b>			B	31	<b>Rental Expense</b>
					Building Rentals
					Equipment Rentals
					Other Rentals
					Vehicle Rentals
B	27	<b>Institutional Expenses</b>	B	32	<b>Repair and Maintenance</b>
		Bond Administrative Expenses			Building Maintenance Contracts
		Chargebacks			Building Repairs
		Indirect Cost Expense			Equipment Repairs
		Liability Insurance			Equipment Service Contracts
		Mail			Repair and Maintenance
		Property Taxes			Vehicle Repair and Maintenance
		Telecommunication			Grounds Maintenance
		Bank Service Charges			
		Cost Share Expense	B	33	<b>Supplies</b>
		Contributions and Sponsorships			Fuel College Vehicles
					Memberships
B	28	<b>Utilities</b>			Reference Books
		Electricity			Software and Site Licenses
		Gas			Subscriptions
		Steam			Supplies
		Water			Course Textbooks
		Cable Television			Building/Improvements <\$5,000
B	29	<b>Professional Services</b>			Furniture < \$5,000
		Adm/Management Consulting			Equipment < \$5,000
		Architect/Engineering Services			Instructional Equipment <\$5,000
		Audit Services			Operational Equipment <\$5,000
		Election Costs			Tech Equipment/Computers <\$5,000
		Government Relations Consulting			
		Legal Consultant	B	34	<b>Travel, Training and Conferences</b>
		Collection Fees			Travel Lodging
		Professional Testing Fees			Travel Meal Allowance
					Travel Miscellaneous
					Travel Transportation
					Registration Fees
					Meeting Expense
					Travel Mileage
					Vehicle Chargeback
					Event Expense



**LANSING COMMUNITY COLLEGE**  
**Asset, Liability and Net Position Account Information**

Exhibit	Line	Account Title	Exhibit	Line	Account Title
<b>ASSETS</b>			<b>LIABILITIES</b>		
		<b>CURRENT ASSETS</b>			<b>CURRENT LIABILITIES</b>
C	1	<b>Cash and Cash Equivalents</b>	C	14	<b>Accounts Payable</b>
		Checking Accounts			Accounts Payable
		Savings Accounts			Student Payables
					Escheat Payable
C	2	<b>Short-Term Investments</b> (See Also Exhibit D)			Sales Tax
		Investment Accounts			
		Certificates of Deposit	C	15	<b>Accrued Interest Payable</b>
C	3	<b>Property Taxes Receivable, Net of Est Uncollectible</b>	C	16	<b>Accrued Payroll and Other Compensation</b>
					Accrued Salaries and Wages
C	4	<b>State Appropriations Receivable</b>			Accrued FICA
					Income Tax Withholdings
C	5	<b>Federal and State Grants Receivable</b>			Employee Deductions
					Retirement Contributions
C	6	<b>Accounts Receivable, Net of Est Uncollectible</b>			Long Term Disability Insurance
		Tuition and Fees			Life Insurance
		Non-Student Accounts Receivable			Tuition Benefits
					Workers Compensation
C	7	<b>Prepaid Expenses</b>			
			C	17	<b>Current Compensated Absences Obligations</b>
C	8	<b>Due from Component Units</b>			
			C	18	<b>Unearned Revenue</b>
		<b>NON-CURRENT ASSETS</b>			Deferred Tuition Revenue
					Other Deferred Revenue
C	9	<b>Long-Term Investments</b> (See Also Exhibit D)			Deposits
C	10	<b>Capital Assets, Net of Accumulated Depreciation</b>	C	19	<b>Current Portion of Long-Term Lease/Subscription Obligations</b>
		Land and Improvements			
		Buildings and Improvements	C	20	<b>Current Portion of Long-Term Debt Obligations</b>
		Furniture			
		Instructional Equipment			<b>NON-CURRENT LIABILITIES</b>
		Operational Equipment			
		Technology Equipment and Computers	C		<b>Long-Term Debt Obligations</b>
		Vehicles		21	Compensated Absences Liability
		Intangible Assets		22	Bonds Payable
		Lease Assets		23	Lease & Subscription Liability
		Subscription-Based Information Technology Assets		24	Net Pension Liability
C	11	<b>Net Other Post-Employment Benefits Asset</b>	C	25	<b>Deferred Inflow of Resources - Pension Amounts</b>
C		<b>Deferred Outflow of Resources</b>			<b>NET POSITION</b>
	12	Deferred Charge on Refunding Bonds			
	13	Deferred Pension Amounts	C	26	<b>NET POSITION</b>
					Invested in Capital Assets, Net of Related Debt
					Restricted
					Unrestricted



# LANSING COMMUNITY COLLEGE

## Organization to Division Crosswalk

Attachment 3

Organization Number	Organization Title	Division
12521	Academic Senate	Academic Affairs
20501	Learning Assistance Administration	Academic Affairs
20510	Library Technical Services and Systems	Academic Affairs
20520	Library Support	Academic Affairs
20530	Library Instruction and Reference	Academic Affairs
20540	Learning Commons	Academic Affairs
20550	Library Technology Resources	Academic Affairs
40001	Academic Affairs Administration	Academic Affairs
40002	Provost Professional Development	Academic Affairs
40010	e-Learning	Academic Affairs
40015	Center for Data Science	Academic Affairs
40100	Center for Teaching Excellence	Academic Affairs
40200	Achieving the Dream	Academic Affairs
13205	Special Events	Administrative Services
50001	Administrative Services Administration	Administrative Services
50100	Logistical Services Administration	Administrative Services
50110	Print Services	Administrative Services
50201	Facilities Office Services	Administrative Services
50210	Custodial Services and Recycling	Administrative Services
50220	Building Maintenance, Repair, and Renovation	Administrative Services
50230	Grounds Maintenance	Administrative Services
50240	Moving Services	Administrative Services
50250	Utilities Consumption	Administrative Services
50301	Police Department	Administrative Services
50320	Transportation & Fleet	Administrative Services
50330	Emergency Management	Administrative Services
50401	Conference and Food Services	Administrative Services
50402	Student Parking	Administrative Services
50502	Employee Parking	Administrative Services
50601	Occupational & Environmental Safety	Administrative Services
12512	K-12 Operations	Advancement, External Affairs and K-12 Operations
13001	Advancement and Exterior Affairs Administration	Advancement, External Affairs and K-12 Operations
13300	LCC Foundation	Advancement, External Affairs and K-12 Operations
13400	Educational Resource Development	Advancement, External Affairs and K-12 Operations
13601	C3R Administration	Advancement, External Affairs and K-12 Operations
407001	Arts and Sciences Administration	Arts and Sciences
407130	Honors Program	Arts and Sciences
407202	Teacher Preparation	Arts and Sciences
407212	History	Arts and Sciences
407213	Humanities	Arts and Sciences
407217	Education	Arts and Sciences
407218	Political Science	Arts and Sciences
407219	Sociology and Anthropology	Arts and Sciences
407220	Psychology	Arts and Sciences
407251	English, Humanities, and Social Science Administration	Arts and Sciences
407302	Writing Center	Arts and Sciences
407320	English Department	Arts and Sciences
407411	Math and Computer Science	Arts and Sciences
407451	Science and Math Administration	Arts and Sciences
407502	Science and Math Education Center	Arts and Sciences
407511	Biology	Arts and Sciences
407512	Chemistry	Arts and Sciences
407513	Physical Sciences	Arts and Sciences
407610	Art and Design	Arts and Sciences
407615	Digital Media and Design	Arts and Sciences
407630	Music	Arts and Sciences
407635	Theatre	Arts and Sciences
407640	Performing Arts Production	Arts and Sciences
407645	World Languages	Arts and Sciences
407650	Sign Language	Arts and Sciences
407655	Communications	Arts and Sciences
407811	Student Development	Arts and Sciences
407820	Adult Basic Education	Arts and Sciences
407910	Accounting	Arts and Sciences
407920	Business	Arts and Sciences
407940	Management	Arts and Sciences
407950	Marketing	Arts and Sciences
407960	Economics	Arts and Sciences
407991	Business, Communication and the Arts Administration	Arts and Sciences
11100	Board of Trustees	Board of Trustees
12402	Risk Management and Legal Services	Business Operations



# LANSING COMMUNITY COLLEGE

## Organization to Division Crosswalk

Attachment 3

Organization Number	Organization Title	Division
12403	Compliance Office	Business Operations
13100	Public Relations	Business Operations
13200	Collegewide Marketing	Business Operations
13202	Radio and TV Broadcasting	Business Operations
13203	Organizational Development	Business Operations
70300	Purchasing Services	Business Operations
30001	Community Education and Workforce Development Administration	Community Education and Workforce Development
30201	Extension and Lifelong Learning Office	Community Education and Workforce Development
30211	East Lansing Extension Center	Community Education and Workforce Development
30212	Howell Extension Center	Community Education and Workforce Development
30214	Jobs Training Center	Community Education and Workforce Development
30215	English for Speakers of Other Languages Non-Credit	Community Education and Workforce Development
30220	Adult Enrichment	Community Education and Workforce Development
30225	Youth Programs	Community Education and Workforce Development
30240	Centralized Services	Community Education and Workforce Development
30301	Business and Community Institute Administration	Community Education and Workforce Development
30320	Business and Community Institute	Community Education and Workforce Development
30330	MI New Jobs Training Program	Community Education and Workforce Development
30400	Small Business Development Center	Community Education and Workforce Development
30501	Job Training Center Administration	Community Education and Workforce Development
12100	Office of President	Executive Office
12401	Office of Senior Vice President - Business Operations	Executive Office
12501	Office of the Provost	Executive Office
20310	Financial Aid	Financial Services
70001	Office - Chief Financial Officer	Financial Services
70110	Accounting Services	Financial Services
70120	Payroll	Financial Services
70130	Student Finance	Financial Services
70200	Financial Planning, Analysis and Review	Financial Services
70400	Project Management and Business Analysis	Financial Services
80001	Institutional Accounts	Financial Services
405001	Health and Human Services Administration	Health and Human Services
405002	Medical Locked Storage	Health and Human Services
405003	HHS Recruitment/Community Outreach	Health and Human Services
405005	Mental Health and Aging	Health and Human Services
405211	Child Development	Health and Human Services
405212	Dental Hygiene	Health and Human Services
405213	Diagnostic Medical Sonography	Health and Human Services
405215	Human Services	Health and Human Services
405217	Radiologic Technology	Health and Human Services
405218	Surgical Technology	Health and Human Services
405221	Neurodiagnostic Technology	Health and Human Services
405312	Community Health Services	Health and Human Services
405313	Nursing	Health and Human Services
405314	Medical Assistant	Health and Human Services
405320	Emergency Medical Services	Health and Human Services
405510	Physical Fitness and Wellness Lab	Health and Human Services
405525	Kinesiology and Health and Wellness	Health and Human Services
405530	Fitness	Health and Human Services
405535	Massage Therapy	Health and Human Services
12301	Human Resources	Human Resources
12302	Collegewide Professional Development	Human Resources
12311	Total Compensation & Benefits	Human Resources
12312	Labor Relations	Human Resources
60001	Office - Chief Information Officer	Information Technology Services
60110	Enterprise Systems	Information Technology Services
60120	Infrastructure Support Services	Information Technology Services
60130	Information Security	Information Technology Services
60140	Technology Support Services	Information Technology Services
60150	ITS Project Management	Information Technology Services
60210	Infrastructure Maintenance	Information Technology Services
12111	Office - Chief Diversity Officer	Office of Empowerment
12112	Maya Angelou Training Center	Office of Empowerment
12113	Cesar Chavez Multicultural Center	Office of Empowerment
12121	Martin Luther King Equity Center	Office of Empowerment
20001	Student Affairs Administration	Student Affairs
20101	Strategic Enrollment Management Administration	Student Affairs
20110	Registrar's Office	Student Affairs
20120	Admissions	Student Affairs
20130	Global Student Services	Student Affairs
20201	Student Support Administration	Student Affairs



# **LANSING COMMUNITY COLLEGE** **Organization to Division Crosswalk**

Attachment 3

Organization Number	Organization Title	Division
20210	Center for Employment Services	Student Affairs
20220	Counseling	Student Affairs
20230	Advising	Student Affairs
20240	Testing Services	Student Affairs
20250	Non-Traditional and Special Populations	Student Affairs
20401	Academic and Career Pathways Administration	Student Affairs
20610	Athletics	Student Affairs
20615	Athletic Youth Camps	Student Affairs
20620	Student Life	Student Affairs
20710	StarZone	Student Affairs
25101	Academic Success	Student Affairs
30100	Transfer Center	Student Affairs
40401	Center for Veteran and Family Support	Student Affairs
406001	Technical Careers Administration	Technical Careers
406002	TC Recruitment & Community Outreach	Technical Careers
406111	Architectural Technology	Technical Careers
406112	Civil Technology	Technical Careers
406115	Building Construction	Technical Careers
406201	Advanced Manufacturing Program Administration	Technical Careers
406214	Manufacturing Engineering Technology	Technical Careers
406215	Welding Technology	Technical Careers
406301	Transportation Maintenance Program Administration	Technical Careers
406311	Automotive Technologies	Technical Careers
406313	Aviation Maintenance/Avionics	Technical Careers
406316	Heavy Equipment Repair	Technical Careers
406401	Technical Careers Apprenticeships	Technical Careers
406402	LEJATC Program	Technical Careers
406501	Computer Information Technology Administration	Technical Careers
406510	Computer Information Technology	Technical Careers
406612	Electrical Technology	Technical Careers
406613	Heating, Ventilation, and Air Conditioning	Technical Careers
406701	Public Services Careers Administration	Technical Careers
406711	Criminal Justice	Technical Careers
406712	Legal Studies	Technical Careers
406713	Fire Science	Technical Careers
406714	Fire Science Academy	Technical Careers
406715	Police Academy	Technical Careers
406716	Corrections Academy	Technical Careers
406801	Aviation Administration	Technical Careers
406901	Trades Technology Program Administration	Technical Careers



## **Glossary of Terms**

### **Academic Term**

An academic term is any period of time in which course work is offered by the institution and for which students seek enrollment. The term may include a regular session or a special session or both. The College uses the semester system, which consists of the summer, fall and spring semesters.

### **Auxiliary Fund**

The Auxiliary Fund accounts for college services where a fee is charged. Each enterprise/service should be accounted for separately using a group of self-balancing accounts within the fund. Examples of accounts in this fund include food service, bookstore, and parking.

### **BANNER**

An enterprise system designed for higher education. LCC has utilized Banner for finance and student system information since 2006.

### **Benefits**

Various benefits, other than salaries and wages provided by the College to employees which include: retirement; health insurance; dental insurance; long term disability insurance; vision insurance; life insurance; earned leave; tuition waivers; sabbatical leave; etc.

### **Bond**

A bond is a written promise to pay a specific sum of money, called the face value or principle amount, at a specified date (or dates) in the future, called the maturity date, and with periodic interest at a rate specified in the bond. A bond is generally issued for a specific purpose or project, such as construction of a new facility.

### **Capital Budget**

The Capital Budget includes funding for capital assets and infrastructure such as facilities, renovation, and certain equipment.

### **Contingency**

Contingency funds are those appropriations set aside as a reserve for emergencies or unforeseen expenditures. At Lansing Community College no funds shall be transferred out of reserves/contingency funds without prior approval of the Board of Trustee.

### **Course Fees**

Course Fees are additional fees for certain courses where there are added costs to delivering instruction. These fees are made up of the cost of classroom supplies and materials, the maintenance of laboratory equipment and the additional personnel required to provide high-quality instruction and meet accreditation standards.



**Debt Service**

Debt service includes expenditures for the retirement of long-term debt and expenditures for interest on the debt.

**Deferred Inflow and Deferred Outflow**

Deferred Inflows and Deferred Outflows are resources which the College has expended or received but the related expense or revenue are for a future period, therefore, the deferral of that expense or revenue is recorded in the Statement of Net Position. Deferred inflows and outflows are not assets or liabilities of the College as the resources are not within the College's control.

**Designated Fund**

The Designated Fund is used to account for funds which are designated for use to finance specific operations at the college. The purpose or designation of the funds is determined by the Board of Trustees upon the recommendation of the college administration.

**Encumbrance**

A claim on an asset that reduces availability due to the obligation, such as a purchase order.

**Equipment**

Equipment is classified as a free-standing item having an acquisition value of \$5,000 or higher, and a normal life expectancy of one year or longer.

**Fiscal Year (FY)**

The fiscal year is the period over which a college budgets its spending. It consists of a period of twelve months, not necessarily concurrent with the calendar year; a period to which appropriations are made and expenditures are authorized and at the end of which accounts are made up and the books are balanced. Lansing Community College's fiscal year is the period July 1 to June 30.

**Full-time Equivalent (FTE)**

An FTE is equal to 100% of the normal full time work hours per job classification.

**Fund**

An income source established for the purpose of carrying on specific activities, or attaining certain objectives, in accordance with special regulations, restrictions or limitations. The terms and conditions established by this income source and/or the college must be complied with in making expenditures against the particular account.

**Fund Accounting**

A method of accounting that separates and tracks financial transactions to meet restrictions and reporting requirements imposed by funding sources and/or the college.

**Fund Balance**

The balance remaining in each fund account representing the funds available for unforeseen occurrences, such as revenue shortfalls and unanticipated expenditures as well as for future use as the restrictions governing the fund allows.



## **Fund Group**

A high-level classification of all fund sources which have similar characteristics.

## **General Fund**

This fund is used to account for all transactions not required to be accounted for in another fund, and is used for all general purpose operating activities of the college.

## **Grant**

A monetary award is usually from the federal or state government, and its use is restricted to a specific purpose. Each specific grant should be set up as a fund and accounted for separately using a complete group of self-balancing accounts.

## **Investment Income**

Income or revenue derived from investments in securities or other properties in which money is held, either temporarily or permanently, in expectation of obtaining revenues. Legal investments for community college funds are governed by state statute, the Community Colleges Act, which allows current operating funds, special funds, interest and sinking funds, and other funds belonging to or in the custody of the College, including restricted and unrestricted funds, to be invested only in the types of investments permitted by law.

## **Plant Funds**

Funds to be used for the construction, alteration or purchase of physical property of the college e.g., land, buildings, capital improvements, equipment and library collections.

## **Property Taxes**

Taxes levied on real and personal property by the college district. The community college millage is levied for the specific purpose of funding college operations.

- **State Equalized Value (SEV):** In Michigan this is 50% of the appraised value of the property.
- **Taxable Valuation:** The value of the property used to determine the property tax. It may or may not be the SEV.

## **Restricted Fund**

The Restricted Fund is used to account for funds that have restrictions on their use. The purpose of the funds is determined by the donors or sponsoring agency. The revenues for the restricted fund come largely from Federal Grants/Contracts, State of Michigan Grants/Contracts, Local Grants/Contracts and Private Gifts/Grants. Each specific grant is accounted for separately using a complete group of self-balancing accounts.

## **Sabbatical Leave**

In accordance with the collective bargaining agreement between the College and its faculty, the College grants sabbatical leaves to various full-time faculty members. The leaves are granted to enhance the professional competence of these instructors, who are required to return to work for the College a period of one year. The Benefit is recorded in the fiscal year the leave is taken.



**Services and Supplies**

Any un-capitalized article, material or service that is consumed in use, is expendable or loses its original shape or appearance with use. This category includes the cost of outside or contracted services as well as materials and supplies necessary for the conduct of the College's business.

**State Appropriations**

Revenue received by the College from the State of Michigan based on a formula.

**Student Tuition and Fees**

The student tuition and fees category includes all student tuition and student fees assessed against students for educational and general purposes. Tuition is the amount per billable hour times the number of billable hours charged a student for taking a course at the college. Fees include laboratory fees, application fees, transcript fees, and similar charges not covered by tuition.

**Vacancy Factor**

A line item, set annually as a percentage of overall compensation, reducing the projected expenditure in an estimation of the value of unspent budget due to lag in position incumbency. The vacancy factor will serve to limit over budgeting and help keep tuition and fee costs as low as possible.



**Lansing Community College -Board of Trustees  
January 26, 2026**

**Agenda Item: Monthly Police Department Report**

**Presented for Information**

**PURPOSE**

To provide information regarding police contacts, parking enforcement, and dispatch activity as part of the administration's monthly monitoring reports.

**BACKGROUND**

On March 21, 2022, the Lansing Community College (LCC) Board of Trustees passed a motion requiring the administration to provide monthly reports regarding the Police Department's interactions with LCC's campus communities.

LCC's Police Department strives to be part of the solution to a national criminal justice system that has systematically and disparately impacted communities of color and the poor. In part, this report provides evidence of the Police Department's progress in responding to the Board's resolution to address racial injustice through diversity, equity, and inclusion and LCC's Equity Action Plan.

**Exhibit A – Monthly Citizen Contact Reports**

Beginning in August 2021, LCC police officers started providing Citizen Contact Receipts (aka Stop Receipts) to any individual with whom the officers have official contact. Stop Receipts are physical documents containing all the relevant information resulting from a person's interactions with LCC police, including time, date, location, officer name, and badge number, the reason for interaction, race, gender, and result of the interaction. Information pertaining to force or other aspects of police intervention will also be chronicled on Stop Receipts, as applicable.

In addition, parking enforcement and dispatch activity information is pulled from the Michigan State Police – State Records Management System. Calls for service include, but are not limited to, battery jump starts, vehicle unlocks, parking assistance, escorts, room unlocks, after-hours building access, accidents, injuries, medical emergencies, concerning behaviors, select college policy violations, campus-related crimes, and general requests for assistance from students, employees, and guests.

**IMPLICATIONS**

**Financial:**

N/A

**Strategic Plan:**

N/A



**Human Resources:**

N/A

**RISKS**

Maintaining transparency in LCC's policing policies, procedures, and practices is an essential part of being accountable to the community we serve. This framework establishes a culture of value around diversity, equity, inclusion, and justice. It also creates the foundation for a system of accountability for everyone who works within the Police Department. Failure to adhere to these values would erode the trust between LCC's Police Department and the community.

**OTHER OPTIONS/ALTERNATIVES**

N/A

**RECOMMENDATION:**

N/A

**ATTACHMENTS:**

1. Exhibit A – Monthly Citizen Contact Reports



## **Exhibit A – Monthly Citizen Contact Reports**



## Lansing Community College Police Department Citizen Contact Report – December 2025

Contact Number	Time	Primary Reason for Contact	Incident or Violation	Disposition/Comment	Citation Issued	Warning Issued	Custodial Arrest	Arrest Type	Gender	Race
1	11:10pm	Traffic Violation	Disregard traffic control device	N/A	No	Yes	No	N/A	Male	Hispanic or Latino
2	9:15am	Traffic Violation	Ran red light	N/A	No	Yes	No	N/A	Male	White
3	12:56pm	Traffic Violation	Disregard traffic control device	N/A	No	Yes	No	N/A	Female	White
4	8:45pm	Traffic Violation	Expired tag	N/A	No	Yes	No	N/A	Male	Black or African American
5	1:24pm	Traffic Violation	No turn on red	N/A	No	Yes	No	N/A	Male	Hispanic or Latino
6	2:03am	Traffic Violation	No license plate	N/A	No	Yes	No	N/A	Female	Black or African American
7	11:35pm	Traffic Violation	Expired tag	Multiple violations	Yes	No	No	N/A	Male	Black or African American



## Lansing Community College Police Department Citizen Contact Report – December 2025

LCC PD CITIZEN CONTACTS		Counts			
Citizen Complaints:	0				
Dispatched:	0				
Field Interviews:	0				
Investigative Stops:	0				
Officer Initiated:	0				
Traffic Violation:	7				
Vehicle Safety Equipment Violation:	0				
Weapons Pat-down:	0				
Total:	7				
Demographics	Counts	Citation	Warning	Arrest	
Males:	5	1	4	0	
Females:	2	0	2	0	
Unknown:	0	0	0	0	
Asian or Pacific Islander:	0	0	0	0	
Black or African American:	3	1	2	0	
Hispanic or Latino:	2	0	2	0	
Native American/Alaskan Native	0	0	0	0	
White:	2	0	2	0	
Other:	0	0	0	0	
Unknown:	0	0	0	0	

**Custodial Arrest:** When an officer physically takes an individual into custody, and the individual is processed at a detention facility.

**Arrest Warrant:** A document issued by a judge or magistrate that authorizes the police to take someone accused of a crime into custody.



**Lansing Community College - Board of Trustees**  
**January 26, 2026**

**Agenda Item: Strategic Plan Progress Report**

**Presented for Information**

**PURPOSE**

To provide a progress report for the 2025-2027 Strategic Plan.

**BACKGROUND**

The 2025 -2027 Strategic Plan is the result of a collaborative process in which Board of Trustees members, college employees, students, and community members shared ideas through surveys and strategic planning sessions. The resulting Strategic Plan promotes student success and institutional growth. It was approved by the Board of Trustees during the November 18, 2024, Board of Trustees Meeting.

**IMPLICATIONS**

**Financial:**

N/A

**Strategic Plan:**

The Strategic Plan is focused on Achieving Academic Excellence with Purpose and Equity; Fostering Student Enrollment, Retention, and Completion; Strengthening Community Engagement and Partnerships; and Establishing LCC as a Premier Workplace Through Empowerment, Engagement, and Inclusion.

**Human Resources:**

This plan recognizes people as our greatest asset.

**RISKS**

N/A

**OTHER OPTIONS/ALTERNATIVES**

N/A

**RECOMMENDATIONS**

No action is required

**ATTACHMENTS:**

1. Strategic Plan 2025 -2027 Progress Report





LANSING COMMUNITY COLLEGE

# Strategic Plan

2026 Progress Report

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BOARD OF TRUSTEES





Dear colleagues,

As we enter 2026, I am proud to share the first-year results of our 2025-2027 Strategic Plan. This progress report details 32 projects rooted in the plan's goals and strategies, each designed to advance our objectives. At the core of these initiatives is a steadfast dedication to our mission, our vision and, most importantly, our students.

Our approach balances innovation with continuity. While some projects are new, inspired by the process of Strategic Plan development, many represent enhancements to existing work. Rather than adding initiatives for the sake of novelty, we are taking a careful look at what good work is already happening and providing employees with the resources and time necessary for meaningful progress. We are also carefully aligning these projects with the ongoing work of our Academic Master Plan and Campus Master Plan, to ensure cross-departmental collaboration and effective sharing of expertise.

To measure our impact, we will track key metrics like the achievement of our Essential Learning Outcomes, credit momentum, students' three-year completion rate, the conversion rate by term, our community engagement score, and our employee engagement score. These metrics – many of which are familiar to you from our Board of Trustees Annual Ends Report or employee climate survey – ensure our students receive the high-quality education required to earn their credentials and thrive in the workforce.

I am energized by our progress and confident this work will provide a lasting benefit to our students, employees and community. Thank you for your continued partnership and support.

Sincerely,

A handwritten signature in blue ink that reads "Steve Robinson". The signature is fluid and cursive, with the first name "Steve" and last name "Robinson" clearly legible.

**Steve Robinson**  
President



<b>ACHIEVING ACADEMIC EXCELLENCE WITH PURPOSE AND EQUITY</b>	<b>03</b>
<b>Support for Faculty Excellence</b>	<b>04</b>
+ Project 1: Professional Development through Readiness Grant	04
<b>Adoption of Innovative Teaching Techniques</b>	<b>05</b>
+ Project 1: Inclusive and Engaged Teaching Professional Development	05
+ Project 2: Successful Online Learners Toolkit	06
<b>Data-Informed Decision Making</b>	<b>07</b>
+ Project 1: Course Mapping Learning Outcomes	07
<b>Labor Market Alignment</b>	<b>08</b>
+ Project 1: Aspen Unlocking Opportunities	08
<b>Dynamic Program Delivery</b>	<b>09</b>
+ Project 1: Exploring Alternative Degree Programs	09
+ Project 2: Successful Online Learners Self-Assessment Questionnaire	10
<b>Advancing Equity</b>	<b>11</b>
+ Project 1: Academic Procedure Advisory Committee	11
<b>Proactive Barrier Removal</b>	<b>12</b>
+ Project 1: Improve the Academic Alert System	12
+ Project 2: Financial Education	13
<b>FOSTER STUDENT ENROLLMENT, RETENTION AND COMPLETION</b>	<b>14</b>
<b>Implement a User-Friendly Enrollment Process</b>	<b>15</b>
+ Project 1: Improved Admissions Application and Enrollment Process	15
<b>Conduct Annual Website Reviews</b>	<b>16</b>
+ Project 1: Streamlining Website Review Process for Consistency	16
<b>Enhance Orientation Programs</b>	<b>17</b>
+ Project 1: Accessible New Student Orientation	17
<b>Enhance Advising Services</b>	<b>18</b>
+ Project 1: Implementation of a New Program Advising Model	18
<b>Improve Student Achievement of Key Academic Milestones</b>	<b>19</b>
+ Project 1: Celebrate Student Milestones	19
<b>Systematize Use of Data Collection Systems</b>	<b>20</b>
+ Project 1: Institutionalize Project Charter Usage	20



<b>Refine Targeted Support Initiatives</b>	<b>21</b>
+ Project 1: Gateway Math Courses Assessment	21
+ Project 2: English Courses Assessment	22
<b>Foster Community and Belonging</b>	<b>23</b>
+ Project 1: Identify How LCC Creates a Sense of Belonging for Students	23
<b>STRENGTHENING COMMUNITY ENGAGEMENT AND PARTNERSHIPS</b>	<b>24</b>
<b>Environmental Scanning</b>	<b>25</b>
+ Project 1: Community Engagement Survey/Scan	25
<b>Site-Specific Business Plans</b>	<b>26</b>
+ Project 1: Site-Specific Business Plans	26
<b>Early Career Exploration and Engagement</b>	<b>27</b>
+ Project 1: Technical Careers Lab Open House	27
<b>Curriculum Alignment and Articulation</b>	<b>28</b>
+ Project 1: Career Community Degrees	28
+ Project 2: Enhanced Degrees	29
+ Project 3: Standardization of Transfer Articulation Process	30
<b>ESTABLISHING LCC AS A PREMIER WORKPLACE THROUGH EMPOWERMENT, ENGAGEMENT AND INCLUSION</b>	<b>31</b>
<b>Expand Diversity</b>	<b>32</b>
+ Project 1: Establish Shared Definitions Related to Diversity, Equity, Inclusion and Belonging	32
<b>Sustain and Enhance Inclusivity Initiatives</b>	<b>33</b>
+ Project 1: Enrichment and Mentorship Programs	33
+ Project 2: Collegewide Inclusivity Inventory	34
<b>Enhance Accessibility and Accommodation</b>	<b>35</b>
+ Project 1: Enhance Physical, Digital and Programmatic Accessibility	35
<b>Promote Cross-Departmental Collaboration</b>	<b>37</b>
<b>Documented Succession Plans</b>	<b>38</b>
+ Project 1: Documented Succession Plans	38
<b>Employee Development Opportunities</b>	<b>39</b>
+ Project 1: Leadership Boot Camp, Emerging Leaders Academy and Faculty Professional Development	39
<b>Streamline Hiring Processes</b>	<b>41</b>
+ Project 1: Strengthen and Improve Hiring Process	41



STRATEGIC PLAN  
PROGRESS GOAL I:

# Achieving Academic Excellence with Purpose and Equity





## Support for Faculty Excellence

### Project 1: Professional Development through Readiness Grant

Project Lead: Dorothy Tappenden

#### Project Description

The grant-funded project contains a professional development component focused on building a collaborative, team approach to student wraparound supports, specifically those supports designed to benefit students with math skills below college level. The professional development includes cross training to assist faculty, advisors, academic success coaches, tutors and Center for Student Access members in holistically supporting this student population as they complete their college-level math requirements.

Members are working with the consulting organization, DIA Higher Education Collaborators. Team members will attend professional conferences representing academias and student supports to gain multiple perspectives and skill sets for assisting students. This approach broadens all educators' understanding of the students they work with, plus benefits students' sense of belonging and their exposure to supports before a need arises.

#### Summary of Progress

- + DIA has completed the first on-site training day.
- + A team of faculty, staff and administrators attended the First-Year Experience Conference, the NASPA conference, the NACADA conference, the CAN conference, the NOSS conference, and the AMATYC conference as part of cross training.
- + Curriculum review and revision projects are ongoing for co-support courses.

#### Expected Outcomes

- + Cross training will broaden the lens through which faculty and support staff see students. The cross training also will build stronger team connections and a shared understanding of students, their needs and available supports.
- + The collaborative team approach to curriculum development and review will positively impact student success, broaden student self-efficacy and increase students' sense of belonging at LCC.



## Adoption of Innovative Teaching Techniques

### Project 1: Inclusive and Engaged Teaching Professional Development

Project Lead: Tracy Nothnagel

#### Project Description

This project aims to enhance teaching effectiveness by supporting faculty in adopting inclusive and engaging teaching strategies across all modalities, including face-to-face, online, HyFlex and hybrid. It focuses on developing accessible professional development opportunities that reflect evidence-based practices and promote student success. Training will be delivered by the Center for Teaching Excellence, Office of Empowerment and eLearning.

This project also aligns with Academic Master Plan Theme 3: Teaching Faculty Support and Development.

#### Summary of Progress

- + Project team members have been identified, including representatives from the Center for Teaching Excellence, Office of Empowerment, eLearning, faculty and administration.
- + Kickoff meeting held in December 2025.

#### Expected Outcomes

- + Increased faculty participation in inclusive and engaged teaching professional development.
- + Improved student satisfaction and engagement across modalities.
- + Enhanced instructional quality and consistency.
- + Clear institutional support for adjunct faculty professional development.



## Adoption of Innovative Teaching Techniques

### Project 2: Successful Online Learners Toolkit

Project Lead: Tracy Nothnagel

#### Project Description

This project builds on the Successful Online Learners Self-Assessment Questionnaire (see Goal 1, Strategy 2, Objective 2) by creating a comprehensive toolkit to help students succeed in online and hybrid learning environments. The toolkit will provide strategies, resources and guidance for overcoming common barriers to online learning, and will be embedded in our online learning platform (D2L), ACAD100: First-Year Experience, advising and orientation.

#### Summary of Progress

- + Team members identified, and kickoff meeting held in December 2025.
- + Pilot testing scheduled for fall 2026, after questionnaire implementation.

#### Expected Outcomes

- + Students will have actionable strategies to succeed in online and hybrid courses.
- + Advisors will use toolkit resources to guide students during course selection.
- + Increased student confidence and preparedness for online learning.
- + Reduction in withdrawal and failure rates in online courses.



## Data-Informed Decision Making

### Project 1: Course Mapping Learning Outcomes

Project Lead: Karen Hicks

#### Project Description

This project creates intentional alignment between course content, program outcomes and institutional goals. Faculty are guided through a process of collaboratively identifying where and how learning outcomes are scaffolded across a course and program of study and how to align curricula to institutional learning goals (i.e., Board Ends E-102).

Faculty who engage with the course mapping process update student learning outcomes, update and align course assessments to learning outcomes, create or update D2L master course shells, design course assessment plans, and align course assessments to program review requirements.

The eLearning Department and Center for Data Science assessment team are creating a workflow that integrates and systematizes course, program and institutional student learning data collection, analysis and reporting. This will provide courses and programs with greater access to student learning data.

#### Summary of Progress

The project is in its second year, and 40 courses have completed or are currently engaged in the course mapping process. eLearning and the Center for Data Science assessment team have created a six-step process to shepherd faculty through the process of reviewing and updating student learning outcomes as well as reviewing, updating and aligning their course assessments to course, program and institutional learning goals.

#### Expected Outcomes

- + All assessment coordinators participate in the course mapping training.
- + All general education, milestone, gateway and high-enrollment occupational education courses are mapped, ensuring employees are reviewing and using student learning data to align course content to program outcomes and institutional goals.
- + Programs and curriculum are mapped.



## Labor Market Alignment

### Project 1: Aspen Unlocking Opportunities

Project Lead: Sally Welch

#### Project Description

The Aspen Unlocking Opportunities Program, developed by the Aspen Institute with the Community College Research Center, is a first-of-its-kind initiative focused on ensuring our offerings match industry trends and demands, thereby improving students' employability and post-completion outcomes. LCC was selected to be part of the second cohort of 55 community colleges nationally to participate.

This project allows us to collaborate with the Aspen Institute over multiple years to implement comprehensive reforms aimed at significantly increasing the number of students completing programs that lead directly to living-wage careers or to successful bachelor's degree attainment. Through intensive data analysis – including setting local living-wage benchmarks and evaluating program outcomes in transfer and workforce success – we will identify strategic priorities with clear, measurable goals.

#### Summary of Progress

- + Reviewed and classified all of our credentials as either occupational or transfer.
- + Defined a local low wage, living wage and high wage, the first step in classifying our occupational credentials as high-wage/high-demand or low-wage/low-demand.
- + Filled out and submitted to Aspen the Program Enrollment Spreadsheet. The formulas behind the spreadsheet classify our credentials into specific areas of the occupational or transfer graphs.

#### Expected Outcomes

This project will help more students choose and complete high-wage/high-demand occupational and high-value transfer credentials.



## Dynamic Program Delivery

### Project 1: Exploring Alternative Degree Programs

Project Lead: Penny Tucker

#### Project Description

Our student body includes a wide range of learners whose needs are not always well served by the existing calendar structure. This includes students with differing abilities, veterans and those with formal academic accommodations; those balancing coursework with employment, caregiving or other obligations; and those who enter with previously earned credits from dual-enrollment programs or other partnerships and a demonstrated record of success in flexible, accelerated formats.

To better support student success, this project will evaluate a range of alternative academic calendars and delivery models designed to meet the needs of all learners. Our goal is to develop more inclusive, accessible and efficient pathways to graduation without compromising academic rigor, quality of instruction or compliance with accreditation standards.

#### Summary of Progress

The work on this project will begin after the implementation of the pilot of the 15 week semester has started. The committee will then design and identify programs that are interested in exploring other alternative formats. The committee has agreed to hold a student event collecting data about specific questions to assist in this matter.

#### Expected Outcomes

This project will allow LCC to assist students through an alternative/ accelerated program to graduation, and students will exit LCC work-ready.



## Project 2: Successful Online Learners Self-Assessment Questionnaire

Project Lead: Tracy Nothnagel

### Project Description

This project focuses on developing a self-assessment questionnaire to help students evaluate their readiness for online learning. The tool will include items addressing student habits, technology access, scheduling and learning preferences, and will guide students in selecting learning modalities that best fit their needs, thereby reducing equity gaps and improving success rates.

This project aligns with Academic Master Plan Theme 1: Equitable Access to Learning Modalities.

### Summary of Progress

- + Project team formed with faculty, advisors and eLearning representatives.

### Expected Outcomes

- + Students will have a clear understanding of their readiness for online learning.
- + Advisors will use results to guide course scheduling and modality recommendations.
- + Improved alignment between student preferences and course registration.
- + Reduction in withdrawal and failure rates in online courses.



# Advancing Equity

## Project 1: Academic Procedure Advisory Committee

Project Lead: Rafeeq McGiveron

### Project Description

The Academic Procedure Advisory Committee (APAC) is responsible for reviewing Standard Operating Procedures (SOPs) that impact student success. Integral in APAC’s work is ensuring that all SOPs promote equity: being clear, logical, fair and focused on student success. APAC is chaired by the Academic Senate president, with a vice chair from Academic Affairs and broad membership from across the college.

### Specific Tactics

New Standard Operating Procedures are created when either new or longstanding processes are not yet delineated, and existing SOPs are reviewed at least every three years. During these processes, APAC ensures that language is clear and that procedural steps are logical, fair and focused on student success.

### Summary of Progress

APAC reviewed and approved 19 SOPs through the first 10 months of 2025: nine new, eight revised and two archived/ decommissioned. Some of these SOPs are “back-office” procedures whose effects students may or may not notice, but others clearly affect student equity directly. The latter include those about pregnancy-related leaves of absence, hazing, “Incomplete” grades, credit transfer, institution-level student academic appeals, program-level student academic appeals and others.

### Expected Outcomes

We will continue utilizing SOPs as a tool to advance equity and student success in the coming years.



# Proactive Barrier Removal

## Project 1: Improve the Academic Alert System

Project Lead: Penny Tucker

### Project Description

Academic Alerts help remove barriers for students by creating streamlined communication between faculty and student resource areas, allowing all departments to work together for students who may be struggling academically or personally. Academic Alerts recently received a major upgrade, improving their functionality and clarifying wording to help faculty and resource areas connect.

### Summary of Progress

- + Tested the updated Academic Alerts in Self-Service Banner 9 during late fall 2025. Implementation is scheduled for the first day of the spring 2026 semester.
- + Updated the Academic Alert Process Faculty Guide and posted it online.
- + Scheduled a Professional Activity Day session for January 2026, to provide faculty with in-depth information about leveraging the new Academic Alerts to support students.

### Expected Outcomes

- + Streamline the Academic Alert process for a more efficient workflow as well as timely and accurate communication from faculty to the appropriate support teams, facilitating swift identification of barriers and provision of resources for students.
- + Create a clear communication strategy – including a guidebook, training materials and Frequently Asked Questions section – to ensure all stakeholders are informed and equipped to use the alert system effectively.
- + Develop informational tools for students and parents, to be available at orientation.



## Proactive Barrier Removal

### Project 2: Financial Education

Project Lead: Rafeeq McGiveron

#### Project Description

One key barrier faced by many students is cost. To keep student debt at a minimum and foster post-college success, LCC is dedicated to ensuring students understand how they will pay for college and how to engage in the payment process.

Through this project, we empower students to take ownership of their financial education. This proactive approach begins at New Student Orientation and the follow-on Registration and Resource Sessions, and continues with ongoing written communications, quarterly events, and presentations upon request. Information presented includes how – and why – to sign up for a payment plan for tuition and fees every semester, along with managing student debt responsibly.

#### Summary of Progress

Financial education begins at New Student Orientation with a 70-minute video, required prior to course registration for all students new to college and available for all others. The section of the video titled “Paying for College” includes information about grants and scholarships versus loans and about signing up for payment plans, and is followed by a quiz. From its rollout on May 1 through Aug. 30, 2025, the New Student Orientation’s online component was successfully completed by 2,077 students.

In addition, informative articles on budgeting and paying for college are released to all students during April, which is Financial Education Month. Topics in 2025 included:

- + “10 Tips for Financial Education Month”
- + “How Budgeting Helps Make Your Future a Reality”
- + “Paying for College 101”
- + “Smart Debt: Reviewing Student Loans”

#### Expected Outcomes

In addition to providing students with critical information around budgeting and personal finance, we expect that continued financial education will result in a continued reduction of college-initiated student drops for non-payment.



STRATEGIC PLAN  
PROGRESS GOAL 2:

# Foster Student Enrollment, Retention and Completion





## Implement a User-Friendly Enrollment Process

### Project 1: Improved Admissions Application and Enrollment Process

Project Lead: Alyssa Andrews Harris

#### Project Description

Implementing a user-friendly enrollment process began with the introduction of a new, easy-to-use admissions application. The new application is built on the Customer Relationship Management platform, a system that allows us to streamline the registration process and, as a next step, build intentional communication based on specific student population groups.

To do this, we will use the information students provide in the application to automatically assign them to a population group and ensure they are assigned to an Admissions Counselor or Enrollment Support Specialist for personalized support.

In the future, we will develop population-specific communication plans. Communications will include call-to-action directives assisting students through each step of the admissions and registration process, creating a seamless entry.

#### Summary of Progress

LCC launched the new admissions application for domestic students in August 2025, and we are now testing the build of the application for international students.

Once that is complete, our third-party vendor will collaborate with our internal business analysts to build any necessary integration between Banner and CRM. Our vendor has also initiated work on implementing automatic group assignments.

#### Expected Outcomes

- + A better user experience for prospective students when completing the admissions application, and less confusion when completing the steps for enrollment.
- + Consistent, personalized communication based on the student population group, helping build relationships between students and their assigned Admissions Counselor or Enrollment Support Specialist.
- + Decrease in student complaints regarding the registration system and experience.
- + Increase in enrollment of new students.



## Conduct Annual Website Reviews

### Project 1: Streamlining Website Review Process for Consistency

Project Lead: Penny Tucker

#### Project Description

This project aims to improve and standardize the website review process to ensure accuracy, consistency and efficiency across all digital properties. Currently, website reviews are performed manually and vary between reviewers and divisions, leading to inconsistent evaluations, duplicated effort and delays in implementation.

#### Summary of Progress

To ensure this process is consistent and documented, LCC is in the process of developing a collegewide Standard Operating Procedure (SOP). Once approved, the SOP and instructions will be forwarded to the deans for implementation and roll out in their divisions.

#### Expected Outcomes

- + Ensure an up-to-date website with current information for all areas and programs.
- + Eliminate dead hyperlinks and incorrect data.
- + Facilitate consistent language and design across the website.



## Enhance Orientation Programs

### Project 1: Accessible New Student Orientation

Project Lead: Ronda Miller

#### Project Description

In the past, New Student Orientation participation was significantly lower than the number of new students enrolling each semester, resulting in limited awareness of course sequencing, campus resources and financial responsibilities. To address this gap, the college launched a 24/7 online orientation in spring 2025 that features welcoming, informative and engaging content, accessible on any device.

In addition, the college introduced an innovative parent and supporter orientation experience, designed to elevate family engagement by providing interactive guidance on the Family Educational Rights and Privacy Act (FERPA), financial aid, campus safety and college resources.

After completing the online orientation, students receive a direct link to RSVP for on-campus Resource Fairs and Registration Sessions.

- + The Resource Fair is an engagement event that connects students to campus services and student clubs.
- + The Registration Sessions provide dedicated time for students to review their My Academic Plan (MAP), engage with academic advisors and register for courses. (A real-time virtual Registration

Session is also being developed for students living more than 50 miles from campus, expanding equitable access.) This structure encourages early and ongoing advising relationships, clarifies the registration process and reduces confusion.

Together, these improvements promote earlier connection to campus, greater awareness of resources and a smoother transition into the first semester.

#### Summary of Progress

- + Participation in New Student Orientation is increasing, resulting in better information sharing and an easier transition into college.
- + The new onboarding structure eliminates lengthy presentation blocks and replaces them with targeted, goal-driven sessions, reducing student fatigue and improving information retention.

#### Expected Outcomes

- + Improved comprehension of My Academic Plan and course sequencing.
- + Increased awareness and use of campus resources.
- + Reduction in the number of new students dropped for non-payment due to clearer financial expectations.
- + Parents and supporters gain a clearer understanding of campus resources, financial aid timelines and payment plan options.
- + Greater early engagement with academic advising, supporting stronger first-semester readiness and persistence.



## Enhance Advising Services

### Project 1: Implementation of a New Program Advising Model

Project Lead: Andrea Hoagland

#### Project Description

Advising is an important way we support student success, but only about one-third of LCC students currently interact with academic advising. We want to increase this percentage to help more students choose a program of study and remain on path to graduation.

To increase the availability of advising appointments and increase access to program-specific advising, we have begun a model for training faculty to advise students once they have earned 30+ credits in their programs. Teaching faculty are well-positioned to advise because they have pre-existing relationships with students and are knowledgeable about courses that transfer and skills needed for employment.

#### Summary of Progress

- + Trained 20+ program advisors.
- + Completed a Standard Operation Procedure (SOP) for Academic and Program Advising.
- + Two areas of the Arts & Sciences Division – the School of Business and Social Science and Humanities – hired temporary full-time advisors to advise all students in their majors.

#### Expected Outcomes

- + Increase the number of students meeting with an advisor.
- + Increase persistence and retention, and thereby increase the number of students completing degrees or certificates and/or transferring.



## Improve Student Achievement of Key Academic Milestones

### Project 1: Celebrate Student Milestones

Project Lead: Marilyn Twine

#### Project Description

This project focuses on encouraging student achievement by celebrating the ongoing success of the college's first-generation students. LCC has hosted First-Generation College Celebration events during the first week of November since 2022, joining in a national celebration of the Higher Education Act of 1965. This initiative will expand on the annual event by including festive moments that honor student milestones, big and small.

The college will begin by determining which milestones might be included for celebration, but the goal is to celebrate small wins every 4-6 weeks. Celebrations might include giveaways, social media contests, meet and greet events, workshops, notes of encouragement from leadership, themed nights at Athletics events, snacks and treats, first-generation stoles for Commencement, and more.

#### Summary of Progress

LCC has hosted events during the first week of November since 2022, but is in the ideation and coordination stage of developing a more robust recognition program.

#### Expected Outcomes

Students feel connected to LCC, and are encouraged by this sense of belonging to continue, thereby increasing our persistence and retention rates and, ultimately, our graduation rates.



# Systematize Use of Data Collection Systems

## Project 1: Institutionalize Project Charter Usage

Project Lead: Sally Welch

### Project Description

The purpose of this project is to deploy a standardized approach for creating high-quality project charters across the institution, to ensure our activities and interventions are consistently tracked. This initiative will establish consistent expectations, templates and guidance to ensure all new projects begin with a clear scope, defined objectives, basic timeline and – crucially – aligned, measurable outcomes.

The project team will review current practices and identify gaps or inconsistencies in how project charters are developed and approved. Based on this analysis, the team will design a comprehensive project charter framework that includes a template, instructions, examples, and a streamlined review and approval workflow.

### Summary of Progress

This project is not yet started.

### Expected Outcomes

Upon completion, the college will have a standardized project charter process that increases project clarity, data collection strategies and measurable outcomes, as well as a Standard Operating Procedure (SOP) for employees to use when writing and implementing a project charter.



## Refine Targeted Support Initiatives

### Project 1: Gateway Math Courses Assessment

Project Lead: Andrea Hoagland

#### Project Description

This project focuses on using a data-driven approach to review student learning in LCC's gateway math courses, defined as MATH119, MATH120 and STAT170.

To do this, Mathematics and Computer Science faculty members are collaborating with the Center for Data Science to evaluate student mastery of Student Learning Outcomes (SLOs) by connecting specific course assessments to course SLOs. Once connected, student assessment data can measure student learning by each course SLO. Data gathered will be used as a review and revision tool to assist faculty in identifying learning gaps and researching alternative or ancillary instructional approaches to improve student success.

#### Summary of Progress

Course mapping has been completed on all three of the gateway college-level math courses, and data collection is ongoing. Faculty are reviewing data sets and working to identify the most effective resources to assist with addressing observed learning gaps.

#### Expected Outcomes

- + An improved understanding of student learning gaps.
- + Identification and implementation of pedagogical approaches to lessen the identified learning gaps.
- + Identification and implementation of professional development opportunities to facilitate these new approaches.
- + Improved student success in college-level math requirement completion.



## Refine Targeted Support Initiatives

### Project 2: English Courses Assessment

Project Lead: Andrea Hoagland

#### Project Description

Completion and success rates in ENGL121 for students co-enrolled in ENGL099 have been, on average, 14% lower than for students who place directly into ENGL121. We also lose a significant number of ENGL099 students to attrition, with close to 30% of students enrolled in ENGL099/121 either withdrawing or finishing with 0.0 grades.

A majority of research on best practices in co-requisite remediation recommends tight alignment of the support class with the curriculum and schedule of the college-level class. The current ENGL099 lacks that close alignment with ENGL121.

The college is therefore reducing ENGL099 from 4 to 2 credit hours, and moving to a single instructor teaching the ENGL099 and paired ENGL121 sections as much as possible. The college is also developing all integrated reading and writing instruction from materials and assignments already used in ENGL121.

#### Summary of Progress

ENGL099 was reduced to 2 credits in fall 2025, and all paired co-requisite sections of ENGL099 and ENGL121 were taught by the same instructor. LCC also gathered feedback from faculty about scheduling and modalities.

ENGL099/121 faculty are beginning work on curriculum revisions for ENGL099 by developing mini-lesson modules specifically tied to learning outcomes rather than textbooks or OERs.

#### Expected Outcomes

- + Increase the number of students passing college composition on first attempt.
- + Decrease the number of students dropping or finishing with 0.0 grade.
- + Decrease the success gap between co-enrolled and non-co-enrolled students.



## Foster Community and Belonging

### Project 1: Identify How LCC Creates a Sense of Belonging for Students

Project Lead: Penny Tucker

#### Project Description

Many studies show students are more likely to succeed academically if they feel a sense of belonging with their institution. The objective of this project is to understand the different ways LCC effectively supports that sense of belonging, and in so doing, identify areas or populations that are not effectively supported as well as opportunities to improve.

#### Summary of Progress

The committee is attempting to understand what “belonging” means to students by reviewing prior surveys, collecting feedback and gathering input from Student Resource Offices. Once obtained, the committee will determine how best to proceed.

#### Expected Outcomes

- + Establish a student definition of “belonging.”
- + Identify areas or populations that are not effectively supported.
- + Improve belonging and community in these areas to better support students.



STRATEGIC PLAN  
PROGRESS GOAL 3:

# Strengthening Community Engagement and Partnerships





## Environmental Scanning

### Project 1: Community Engagement Survey/Scan

Project Lead: Wyl McCully

#### Project Description

The goal of this project is to update and better understand the educational and workforce needs of the communities we serve. To do this, we will ask multiple groups of stakeholders what they expect of a community college, the extent to which LCC meets those expectations, and how we can improve in our mission.

Questions addressed by this project are complex and will require a multi-faceted approach relying on the following tactics:

- + Define and develop specific questions to be answered as we seek to understand workforce and educational needs.
- + Draft a Request for Proposals to seek data collection and analysis from consulting firms, then select and hire the consultants.
- + Provide clear guidance to the consultants with regards to methodology and expected analytical returns.

#### Summary of Progress

We have held multiple meetings to discuss and define what specific information we intend to collect. Our focus has shifted outward, considering what individuals and organizations outside LCC see as the purpose and value of a community college. A recent Executive Leadership Team meeting identified three audiences to survey:

- + Community employers
- + K-12 partners
- + Broader community networks

Purchasing is now engaged in developing a RFP.

#### Expected Outcomes

Upon completion of this project, we will have reliable data to better inform decisions made about current and new program investment.



## Site-Specific Business Plans

### Project 1: Site-Specific Business Plans

Project Lead: Chris MacKersie

#### Project Description

Recognizing the diverse needs of the communities we serve, we will craft individualized business plans for each of our sites. These site plans will focus on delivering market-relevant programming tailored to the unique characteristics and requirements of each community.

Creating these plans will include:

- + Information gathered through the Community Engagement Survey on the previous page which will show a thorough analysis of local businesses and the educational landscape. This will provide a foundational understanding of today's diverse workforce and educational needs.
- + An updated Space Utilization Study, first completed as part of our Campus Master Plan. As on-campus enrollment continues to increase, instructional spaces are likely being used more intensively than at any point since before the pandemic, making it timely to update LCC's instructional space utilization study to validate whether the Downtown Campus consolidation concepts require adjustment. Using LCC's most recent course data and space and capacity information, the study will replicate prior analyses of

scheduling patterns, square footage per station, hourly and seat utilization, and classroom capacity, culminating in an interactive, user-friendly dashboard. This dashboard will enable LCC to analyze utilization by building and room and to model future scenarios, such as enrollment growth or the temporary or permanent removal of space due to renovation or divestment.

#### Summary of Progress

The team is positioned to execute the environmental scan and updated Space Utilization Study in 2026. Once that information has been compiled and analyzed, the team will have the information required to create the Return on Mission Matrix. Long-term, this information will inform the development of Site-Specific Business Plans, which, in turn, can be used to update the college's Campus Master Plan.

#### Expected Outcomes

This project will provide reliable data to inform decision-making regarding which investments, in both program and physical areas, will yield the greatest return on mission.



## Early Career Exploration and Engagement

### Project 1: Technical Careers Lab Open House

Project Lead: Shon'ta Dwyer

#### Project Description

The Tech Careers Lab Open House is an inclusive, hands-on outreach event designed to support neurodiverse individuals, including new students, current students and prospective students – as well as their families – as they explore technical education and careers. This event is one example of the types of workshops to which LCC is committed, focused on introducing students to career options and educational pathways.

This particular workshop will provide participants with an authentic introduction to LCC's technical lab environments, which can often feel overstimulating or intimidating due to machinery noise, lighting and other sensory inputs. The open house will offer early, guided exposure to these environments, allowing participants to better understand sensory demands, build comfort and develop confidence before entering coursework. Representatives from the Center for Student Access will also be on-site to share information about accommodations, support services and resources.

This preparation can reduce anxiety, support informed decision-making, and promote student success and retention.

#### Summary of Progress

The event date has been finalized, and lab staff and the Center for Student Access are engaged. Our marketing request has been submitted, and we expect to receive the initial proofs of advertising materials shortly. Preliminary information has been shared with our area high school contacts to announce the event and prompt them to save the date. We have also secured the necessary rooms, prepared maps and signage, and established an operational plan.

#### Expected Outcomes

This event is intended to increase awareness of the sensory characteristics of the West Campus labs for neurodiverse students and prospective learners, as well as promote how Technical Careers is contributing to LCC's Neurodiverse-Friendly Campus. This allows participating students to feel more comfortable and confident when they begin their coursework.



# Curriculum Alignment and Articulation

## Project 1: Career Community Degrees

Project Lead: Cheryl Garayta

### Project Description

Beginning in 2020, LCC began revamping degree pathways into groups of Career Community degrees, focusing on transfer alignment as the primary criteria for inclusion in a Career Community group.

### Summary of Progress

As of fall 2025, all 15 Career Communities are complete.

Students applying for fall 2026 select a Career Community on their application, then choose from a dropdown menu of degree pathways within that Career Community. (This includes the option to select a discipline-specific General Associate degree; for example, the Business General Associate or the Associate of Allied Health. These General Association options allow students to explore majors within an area without credit loss.)

Articulation agreements with our transfer partners have been updated to reflect our Career Community blocks of courses. This has facilitated transfer by ensuring that courses required for transfer admission are included in all program pathways.

### Expected Outcomes

- + More students enroll in specific majors as opposed to the General Associate or Transfer Studies degrees, which create barriers to effective academic advising.
- + Increased number of students not only achieve university admission, but transfer into their intended major.



# Curriculum Alignment and Articulation

## Project 2: Enhanced Degrees

Project Lead: Cheryl Garayta

### Project Description

LCC is in the process of developing enhanced associate degrees for several Career Communities, which allows students to proceed beyond the standard 60 credits within a recognized degree pathway. Keeping students on path increases our ability to effectively advise those who are interested in transferring to institutions that accept 72 or more credits because the degree pathways are financial aid-eligible.

### Summary of Progress

As of fall 2025, enhanced degrees exist for the following Career Communities: Business (all majors); Communication, Journalism and Language (Sign Language Interpreter); Music (Music Business). The Agricultural Technology/Veterinary Nursing enhanced degree also was posted in early fall 2025, and students are able to enroll in this degree pathway for spring 2026. Enhanced degrees associated with additional Career Communities are now being moved through the Curriculum Committee to be offered in fall 2026.

### Expected Outcomes

Increased enrollment in enhanced degrees, leading to increased transfer with greater chance for completion of the bachelor's degree due to reduced time to completion at the four-year institution.



# Curriculum Alignment and Articulation

## Project 3: Standardization of Transfer Articulation Process

Project Lead: Cheryl Garayta

### Project Description

With the transition from the University Center to the new Transfer Center, the college is redesigning the process for developing and updating transfer articulation agreements to achieve greater efficiency and clear delineation of responsibilities. In addition, the college has formalized partnerships with Michigan State University and Central Michigan University to create programs aimed at increasing transfer.

### Summary of Progress

The Transfer Center Director and the Director of Academic Quality have worked together to draft a Standard Operating Procedure (SOP) addressing transfer articulation agreements. The SOP is currently being revised for submission to Academic Procedure Advisory Committee (APAC).

LCC and MSU signed the “Envision Green” memorandum of understanding in fall 2023. MSU hired an Envision Green coordinator who spends part of their time at LCC, hosting advising and information sessions. MSU also assigned a dedicated advisor to Envision Green students. In addition, LCC and MSU have identified the top 10 transfer programs for LCC students and have begun an academic mapping process to create transfer guides and more effective advising notes for LCC curricular guides.

LCC and CMU signed the “Central Bound” memorandum of understanding in fall 2025. The program, which will officially launch in fall 2026, will allow students to receive dual admission for LCC and CMU, facilitate transfer, and include a financial-aid consortium agreement to allow students to enroll in classes at both institutions as needed.

### Expected Outcomes

- + Increased numbers of articulation agreements resulting from a clearly defined process.
- + Increased numbers of articulation agreements and transfer guides with MSU and CMU.
- + Increased numbers of students transferring to MSU and CMU with reduced credit loss.



STRATEGIC PLAN  
PROGRESS GOAL 4:

# Establishing LCC as a Premier Workplace through Empowerment, Engagement and Inclusion





## Expand Diversity

### Project 1: Establish Shared Definitions Related to Diversity, Equity, Inclusion and Belonging

Project Lead: Tanya McClain

#### Project Description

In alignment with our commitment to being an employer of choice, this project focuses on cultivating a shared understanding of foundational definitions that underpin our values of diversity, equity, inclusion and belonging. By ensuring that everyone, from leadership to new hires, speaks the same language around these key concepts, we strengthen our communication, promote a culture of respect and inclusion, and create a more desirable workplace for all.

To accomplish this, LCC is creating and supporting programming that encourages everyone to live out these concepts and weave them into our daily organizational culture, thus normalizing their everyday use. We will also develop a webpage to communicate our shared definitions, promote them through internal marketing and media campaigns, and integrate them into our onboarding materials and employee handbooks.

This initiative will serve as a cornerstone project under our broader strategy to enhance employee development, streamline hiring processes and implement effective succession planning. In doing so, we make our institution a great place to work and grow professionally.

#### Summary of Progress

- + Initial work to identify priority terms and concepts for foundational alignment is underway.
- + The Office of Empowerment’s Maya Angelou Training Center has developed two trainings: RISE 1, which defines diversity, equity, inclusion and belonging, and RISE 2, which defines culture. (RISE 3 is in development.) RISE 1 has also been offered to students, with plans to offer RISE 2 and RISE 3 in the future.
- + Consistent diversity, equity, inclusion, belonging and culture programming and workshops are available through the Office of Empowerment, and ongoing discussions with deans are likely to result in additional trainings for employees.
- + Cultural Awareness and Empowerment Ambassador committees are established and actively engaged through programming and dialogue.

#### Expected Outcomes

- + Increased consistency in understanding and use of foundational terminology related to inclusion and workplace culture.
- + Improved workplace clarity and communication that supports employee empowerment and well-being.



## Sustain and Enhance Inclusivity Initiatives

### Project 1: Enrichment and Mentorship Programs

Project Lead: Tanya McClain

#### Project Description

The Office of Empowerment's Cesar Chavez Multicultural Center hosts three mentorship programs that provide leadership development and inclusivity for students:

- + Men About Progress (MAP)
- + Women Inspiring Scholarship Through Empowerment (WISE)
- + LUCERO

While historically created to support men of color, women of color and students with Hispanic/Latinx heritage, respectively, these effective programs continue to be inclusive and open to all students of all backgrounds who wish to participate.

All three programs incorporate high-impact, identity-centered engagement opportunities – including Next-Level Networking and Identity Unlocked – designed to increase belonging, elevate student voice, and strengthen pathways to persistence and completion.

As part of this project, we intend to strengthen all three programs through standardizing program components, enhancing mentor recruitment and community partnerships, joining with LCC Marketing and Public Relations to increase visibility, and involving the Center for Data Science to track engagement trends.

#### Summary of Progress

- + Consistently deliver supportive, identity-affirming programming that strengthens student connection and engagement.
- + Completed a structured program review to identify opportunities for enhanced clarity, alignment and modernization.
- + Initiated development of a tiered participation model designed to provide multiple, accessible entry points for students.
- + Began building a mentor network to increase academic, personal and professional support.
- + Conducted an alignment review across MAP, WISE and LUCERO to improve consistency and strengthen the overall student experience.

#### Expected Outcomes

- + Increased belonging, persistence and academic success among mentorship program participants.
- + Higher participation resulting from clearer routes for engagement, increased outreach and expanded mentor engagement.
- + More predictable program delivery with clearly defined engagement touchpoints and mentoring practices.
- + Stronger leadership development and networking opportunities through expanded community partnerships.
- + Greater alignment between mentorship programs and the Office of Empowerment's mission to foster belonging, equity and student success.



## Sustain and Enhance Inclusivity Initiatives

### Project 2: Collegewide Inclusivity Inventory

Project Lead: Tanya McClain

#### Project Description

The Collegewide Inclusivity Inventory strengthens institutional alignment by documenting and mapping inclusivity, equity and belonging efforts across all divisions. This inventory will provide a clear, structured foundation for identifying strengths, gaps and opportunities for collaboration. The process will occur annually and may be integrated into the non-academic review cycle.

#### Summary of Progress

- + Reviewed division-level inclusivity initiatives to identify alignment opportunities, and conducted initial conversations to understand further needs.
- + Documented measurable engagement data from Office of Empowerment programming.
- + Drafted core framework elements and reporting categories for the inventory.

#### Expected Outcomes

- + A centralized, comprehensive Collegewide Inclusivity Inventory.
- + Clear identification of duplication, service gaps and opportunities for collaboration.
- + Improved ability to make data-informed decisions and elevate impactful inclusivity practices.



## Enhance Accessibility and Accommodation

### Project 1: Enhance Physical, Digital and Programmatic Accessibility

Project Lead: Chris MacKersie

#### Project Description

LCC is committed to ensuring all facilities and services are fully accessible and that accommodations are readily available to meet the diverse needs of employees and students. Through our Accessibility Committee for Quality Assurance and Neurodivergent-Friendly Campus work, this project comprehensively addresses physical, digital and programmatic accessibility, creating an inclusive environment for everyone.

#### Summary of Progress

Several years ago, LCC established the Accessibility Committee for Quality Assurance (ACQA, pronounced “aqua”) to provide institutional oversight and quality assurance for accessibility efforts across the college. The committee is intentionally cross-functional, and comprised of representatives from academic and non-academic areas, and is charged with developing, implementing and monitoring a comprehensive accessibility oversight and quality review process. ACQA actively monitors and evaluates the college’s digital accessibility environment to ensure alignment with evolving legal standards and best practices.

Recently, ACQA’s major effort has been preparing for compliance with the updated Title II Web Content Accessibility Guidelines (WCAG) requirements, which take effect in April 2026. LCC’s Office of Compliance established a project timeline, documenting progress in a WCAG project-tracking spreadsheet that is collaboratively used by Compliance, eLearning and Marketing. In addition, the team supported the development of a standardized, accessible email signature block template, and institutional rollout is currently in development.

In addition to digital accessibility efforts, LCC undertook a comprehensive review of its readiness to serve neurodiverse students. In 2025, Landmark College conducted an audit of LCC’s preparedness, issuing its report in June as part of the Neurodivergent-Friendly Campus initiative. The audit was grounded in the recognition that increasing enrollment of autistic students in higher education necessitates more supportive and inclusive campus environments. While representation of autistic students continues to grow, research and institutional data indicate these students often face barriers such as social isolation, mental health challenges and difficulty navigating unstructured academic environments, which can contribute to lower retention and graduation rates.



## Enhance Accessibility and Accommodation

### Summary of Progress (Continued)

The objective of the Neurodivergent-Friendly Campus initiative is to guide LCC in removing these barriers in order to enhance access, inclusion and academic success. Landmark College collaborated with LCC to collect data informed by core questions related to the importance of neurodiversity, existing strengths and supports, and future institutional needs. Data collection included 15 semi-structured focus groups, complementary surveys and sensory audits in 20 campus environments, including classrooms, offices and social spaces. These audits employed a standardized rubric to assess visual, auditory and olfactory conditions.

Collectively, the work of ACQA, the Neurodivergent-Friendly Campus initiative and the Office of Compliance reflects LCC’s ongoing commitment to accessibility, compliance and inclusive excellence. These initiatives provide a data-informed foundation for continuous improvement and position the college to better serve all learners.

### Expected Outcomes

Upon completion of this work, we will have reliable data to inform decision-making regarding which investments in physical, digital and program accessibility will have the most positive impact on LCC’s campus community. This project will also help refine the college's internal controls that ensure compliance with applicable federal and state regulations.



## Promote Cross-Departmental Collaboration

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LCC's work culture is collaborative, integrative and inclusive, and this objective is institutionalized into the normal course of business. Ongoing committees that demonstrate this cross-divisional ethos include Academic Senate and its many standing committees, the Accessibility Committee for Quality Assurance (ACQA), the Academic Procedure Advisory Committee (APAC), the Building Emergency Response Team (BERT), the Care Team (formerly BIT), the Course Information Management Team (CIMT), the Incident Command Team (ICT), the Student and Academic Affairs Leadership Team (SAALT), and many more.

In addition, college events are typically open to any employee interested in joining, regardless of their division or classification. For example, Professional Activity Days in January and May are faculty-focused, but staff and administrators are invited to join so they can understand the college from a faculty perspective. Academic Senate meetings are also open to all who want to attend, and guest are often invited to join in breakout discussions or to share public comment.



## Documented Succession Plans

### Project 1: Documented Succession Plans

Project Lead: Kristi Dawley

#### Project Description

This project involves the review, analysis and creation of a succession plan for the college. The purpose of a succession plan is to provide a detailed plan to ensure leadership continuity and to address risks associated with key personnel changes. To that end, Human Resources will engage in several steps to identify the following:

- + Key positions and personnel
- + Key processes and competencies associated with each position
- + Emerging leaders at the college

Upon identification of the items above, Human Resources will partner with key personnel to document existing business processes and knowledge. At the same time, developing leaders will be encouraged to grow their skills through serving on cross-departmental committees (see Goal 4, Strategy 1, Objective 4), attending an Emerging Leaders Academy (see Goal 4, Strategy 2, Objective 2), and participating in other leadership development opportunities. Human Resources will also be responsible for ensuring the college’s hiring processes are followed to ensure an equitable and fair process for all.

#### Summary of Progress

This project is currently in the planning stages. Additionally, the college’s internal auditors, Baker Tilly, will include succession planning in a forthcoming internal audit, the results of which will be used to structure the project.

#### Expected Outcomes

- + Identification of key positions and personnel
- + Documentation of key processes and competencies associated with each position
- + Identification of emerging leaders at the college
- + A pool of ready and developing internal candidates for key positions



## Employee Development Opportunities

### Project 1: Leadership Boot Camp, Emerging Leaders Academy and Faculty Professional Development

Project Lead: Lori Willett

#### Project Description

LCC is committed to the professional development of all employees, including faculty, current supervising administrators, and employees from all classifications who demonstrate leadership potential.

- + The Center for Teaching Excellence offers an excellent, ongoing slate of professional development activities for faculty. Now, they are building on this success by designing professional development that provides strategies and activities to promote feelings of belonging among students in the classroom.
- + Leadership Boot Camp is a week-long development program for supervising administrators, designed to strengthen leadership skills and align consistent practices across all departments. Participation is required for all supervising administrators.
- + The Emerging Leaders Academy will offer faculty, support staff and non-supervising administrators a structured pathway to develop the competencies required for future leadership roles. Participation will be voluntary and supported through supervisory approval.

#### Summary of Progress

Faculty belonging training and the Emerging Leaders Academy are both in the planning stages. Emerging Leaders is still in ideation, with a project team to be established in the future. The faculty belonging training is further along, with the first module (Inclusive Classroom) available in fall 2025. Two additional modules are coming in spring 2026 (Connections and Having Fun in Your Class). The Center for Teaching Excellence will also partner with the Center for Data Science to develop a self-reflection tool, and LCC will launch a webpage explaining how completing this professional development is tied to step increases, to incentivize faculty participation.

The Leadership Boot Camp is fully launched, with the first trainings delivered during fall 2025 for 125 supervising administrators. All content was tailored specifically to the needs of LCC leaders, including sessions on:

- + Emotional Intelligence
- + Authentic Leadership
- + Managing Workplace Dynamics
- + Empathy and Empathy Burnout



## Employee Development Opportunities

### Summary of Progress (Continued)

- + Understanding Team Members
- + Communication
- + Accountability
- + Performance Reviews
- + Performance Improvement Plans

The main focus of the program was to teach leadership skills that enhance the relationship between supervisor and employee.

At the program’s conclusion, each participant drafted a personal action plan, outlining the leadership behaviors they intend to adopt or strengthen. Participants were instructed to share these plans with their supervisors, who will support and monitor progress. All supervising administrators also will participate in an annual book club, to reinforce learning and sustain leadership development. For Year 1, participants are reading “The 21 Irrefutable Laws of Leadership,” by John C. Maxwell.

Each year, the planning team will evaluate the previous boot camp and review participant feedback so that topics, scheduling and presenter assignments can be continuously improved.

### Expected Outcomes

- + Supervising administrators grow their skills by completing Leadership Boot Camp, submitting a personal leadership action plan and participating in book club.
- + Participants in the Emerging Leaders Academy begin actively preparing for and pursuing leadership opportunities.
- + Faculty see increased connections between creating a sense of belonging for students and students’ course completion, persistence and retention.



## Streamline Hiring Processes

### Project 1: Strengthen and Improve Hiring Process

Project Lead: Kristi Dawley

#### Project Description

This project involves reviewing and analyzing the current hiring process to identify opportunities for improvement, as well as reviewing best practices. To that end, Human Resources will engage in several steps as part of this project:

- + Interviews with internal stakeholders who have recently participated in the hiring process.
- + A review of other Michigan community colleges' hiring procedures.
- + A review of best practices from sources such as the Society for Human Resources Management (SHRM) and the College and University Professional Association for Human Resources (CUPA HR).
- + Identification of opportunities for improvement.
- + The creation of a revised hiring procedure, including documented procedures related to internal promotions.
- + Internal training on the revised hiring procedure.

#### Summary of Progress

This project is currently in the planning stages. Additionally, the college's internal auditors, Baker Tilly, will include the hiring process in a forthcoming internal audit, the results of which will be used to structure the project.

#### Expected Outcomes

- + Revised procedures that strengthen and streamline the hiring process.
- + Training materials to ensure staff can implement the new hiring process effectively.
- + Follow-up survey to internal stakeholders after one year to ensure the new process is working as intended and identify opportunities for continuous improvement.



**Lansing Community College - Board of Trustees**  
**January 26, 2026**

**Agenda Item: Visitor Access Update**

**Presented for Information**

**PURPOSE**

To provide a progress update regarding the access improvement recommendations approved by the Board of Trustees during the December 15, 2025, meeting.

**BACKGROUND**

At the October 27, 2025, Board of Trustees meeting, Trustee Taylor proposed a Trustee-Generated Idea to install visitor management kiosks. In response, Administrative Services identified six opportunities to improve access for visitors and prospective new students:

1. Add a specific section on LCC's website for Visitors that can easily be found via a web search.
2. Update the College's parking website with updated maps and instructions for parking on the West Campus, to include how to navigate to the entrances where the Police Department has its Security Guards stationed and how to navigate to the Police Department offices.
3. Add instructional signage to each of the building-mounted Call Boxes and Video Intercoms.
4. Upgrade existing building Call Boxes to Video Intercoms.
5. Add Video Intercoms to each of the Gannon Ramp lobbies where the elevators and stairs are located.
6. Update building "Starcard Required for Entry" signs so that the QR code directs the user to that specific building's department and program contact information on LCC's website.

**IMPLICATIONS**

**Financial**

The hardware and installation costs of the Video Intercoms will be covered by the Maintenance and Renovation Plant Fund.

**Strategic Plan:**

These improvements align with Progress Goal 4: Establishing LCC as a premier workplace through empowerment, engagement, and inclusion, and Strategy 1:



Cultivating a Culture of Empowerment through Diversity, Equity, Inclusion, and Belonging - Enhance Accessibility and Accommodation.

**Human Resources:**

No additional personnel will be required to execute this course of action.

**RISKS**

N/A

**OTHER OPTIONS/ALTERNATIVES**

N/A

**RECOMMENDATIONS**

N/A

**ATTACHMENTS:**

1. Visitor Access Improvement Updates



**Lansing Community College Administrative Services  
Visitor Access Improvement Updates  
January 26, 2026**

Item	Action	Update
1	Add a specific section on LCC's website for Visitors that can easily be found via a web search.	The design of the new Visitor landing page is well underway and is projected to be live by Monday, February 16.
2	Update the College's parking website with updated maps and instructions for West Campus, including directions to guarded entrances and the Police Department offices.	Work is in progress and projected to be completed by Monday, February 16.
3	Add instructional signage to building-mounted Call Boxes and Video Intercoms.	Signage will be installed with each new Video Intercom. A completion projection will be provided once the equipment is received.
4	Upgrade existing building Call Boxes to Video Intercoms.	Administrative Services, ITS, and Purchasing are securing approximately 19 new Axis video intercoms. Facilities and ITS will install the equipment. A completion projection will be provided once the equipment is received.
5	Add Video Intercoms to each Gannon Ramp lobby at elevator and stair locations.	Administrative Services, ITS, and Purchasing are securing approximately 19 Axis video intercoms. Facilities and ITS will install the equipment. A completion projection will be provided once the equipment is received.
6	Update "Starcard Required for Entry" building signage so QR codes direct users to building-specific department/program contact information.	Information on each building sign is being reviewed. New signs are projected to be installed by Monday, February 16.



# **Chair's Report**



**Lansing Community College - Board of Trustees**  
**January 26, 2026**

**Agenda Item:     Conflict of Interest Disclosure Statement**

**Presented for Information**

**PURPOSE**

According to Bylaw 1.7.7, Trustees must disclose in writing any existing or potential conflict of interest at the regular Board meeting each January.

**BACKGROUND**

**Bylaw 1.7.7 Conflict of Interest**

- B. Disclosure: Members shall immediately disclose to the Board any conflict of interest or potential conflict of interest that arises, and shall also disclose in writing at the regular *January* Board meeting each year any existing or potential conflict of interest. Each Board member shall receive a disclosure form in advance of the January Board meeting on which disclosures shall be made.

**Governance Policy 307 Board Members' Code of Conduct**

1. Board members must avoid any conflict of interest with respect to their fiduciary responsibility.
  - D. Board members will disclose, annually or as necessary, their involvement with other organizations, with vendors, or with any other associations that might produce a conflict. Members shall also disclose in writing at the regular January Board meeting each year any existing or potential conflict of interest. Each Board member shall receive a disclosure form in advance of the January Board meeting on which disclosures shall be made.

**ATTACHMENT:**

1. Conflict of Interest Disclosure Statement Form



**Lansing Community College  
Conflict of Interest Disclosure Statement**

Name of Trustee: \_\_\_\_\_

**Current employer(s) and other principal business affiliation(s):**

*Please disclose any affiliations that you or a member of your immediate family may have as either an officer, director, trustee, partner, employee, or agent of any business organization.*

Employer/Business Affiliation	Position/Relationship
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

**Charitable or Civic Affiliation(s)**

*Please disclose all official positions which you or a member of your immediate family may have as an officer, director, or trustee of any charitable, civic, or community organization as well as any unofficial roles such as significant donor, volunteer, advocate, or advisor.*

Organization	Position/Relationship
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

I agree that the above information is complete and accurate to the best of my knowledge.

I have read and agree to comply with the “Conflict of Interest” section of the Board of Trustees’ by-laws (1.7.7).

I understand that if there is a matter under consideration that may constitute a direct or indirect conflict of interest it is my obligation to fully disclose the conflict of interest to the Board of Trustees, to abstain from voting, and abstain from using my personal influence in the matter.

\_\_\_\_\_  
Signature of Trustee

\_\_\_\_\_  
Date



**Lansing Community College - Board of Trustees**  
**January 26, 2026**

**Agenda Item:     Review of Annual Board Planning Cycle – GP 306**

**Presented for Action**

**PURPOSE**

To review the Board's annual planning calendar, develop the agenda for the upcoming year in accordance with Governance Policy 306, and make necessary changes.

**BACKGROUND**

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 enriched input and deliberation.

1. The cycle will conclude each year on the last day of December so 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 December, 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.

**IMPLICATIONS**

**Financial:** N/A

**Strategic Plan:** N/A

**Human Resources:** N/A

**RISKS**

N/A

**OTHER OPTIONS/ALTERNATIVES**

N/A

**RECOMMENDATIONS**

N/A

**ATTACHMENTS:**

1. GP 306 – Annual Board Planning Cycle



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**POLICY TITLE: ANNUAL BOARD PLANNING CALENDAR**

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To accomplish its job outputs with a governance style consistent with Board policies, the Board will follow an annual agenda that includes: (a) a complete review of the 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 December, 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:

**January:**

- Organizational meeting held at the first meeting of the Board in January following the date of the regular College District election. See Board Bylaw 1.4.2 (MI Community College Act 389.111)
- Conflict of Interest Statements due per Bylaw 1.7.7.
- Set a schedule for board retreats.

**February:**

- ACCT National Legislative Summit
- Administration submits two-year projections for enrollment, revenues, expenditures, and proposals for strategic initiatives and investments. The purpose of this information is to provide board members with data for their budget deliberations.
- First Read of 3-Year Strategic Plan
- Review ACCT recognition and presentation opportunities.

**March:**

- Approval of 3-Year Strategic Plan
- Approve tuition
- Budget preview (preparation of estimate of taxes and appropriations deemed necessary for the ensuing fiscal year for the purposes of revenue and expenditure



proposals.)  
See Bylaw 1.10.1, MCL 389.141; 389.143

- Report Regarding the Diversity of Employees

#### **April:**

- First Read of 10-Year Campus Master Plan

#### **May:**

- Approval of 10-Year Campus Master Plan
- Budget workshop

#### **June:**

- Annual performance review of the Board Executive Assistant/Liaison
- Approve property taxes and budget
- Public Hearing on proposed budget. (Notice of public hearing published in the newspaper of general circulation 6 days before the hearing)

#### **July:**

- MCCA Summer Conference

#### **August:**

- Fall Semester Kick off.
- Board of Trustees Luncheon

#### **September:**

- First Read of the Capital Outlay and Capital Project Request

#### **October:**

- ACCT Leadership Congress. See Bylaw 1.8.4
- Approval of the Capital Outlay and Capital Project Request
- Receive Fiscal Year-End Annual Comprehensive Financial Report.
- Report Regarding the Diversity of Employees

#### **November:**

- Begin Board self-evaluation process.
- Receive a single condensed monitoring report on the Board's End Statements.
- Receive the President's input on his evaluation, and progress on Lansing Community College's 3-year Strategic Plan and 10-year Campus Master Plan for the ensuing year. (See Board Bylaw 1.6.2)
- Review End Statements for the President's evaluation starting January 1.



- Review Federal Agenda and federal grant initiatives in preparation for the ACCT Legislative Summit.

#### **December:**

- Annual performance review of the President (*The president's yearly performance is January 1 through December 31. The financial portion of the evaluation is based on the fiscal year starting July 1 and ending June 30*). See Bylaw 1.6.3; BPR-402
- Adopt Board and Audit Committee meeting calendar.
- Finalize Board Self-Evaluation. See GP-301
- Review/adjust Board self-evaluation criteria. See GP-301
- Publish summary of audit in newspaper of general circulation per MCL 389.143.

**<sup>1</sup>Last Revision:** 02/17/2025

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<sup>1</sup> **Adopted:** June 12, 1995

**Revised:** 6/16/97, 2/18/2014, 9/21/2015, 12/12/2016, 2/18/2019, 1/27/2020, 2/17/2025

**Reviewed:** 05/15/2006



# **Committee Reports**



**Lansing Community College – Board of Trustees**  
**January 26, 2026**

**Agenda Item: Single Audit Act Compliance Report**

**Presented for Acceptance**

**PURPOSE**

To accept the College's Single Audit Act Compliance Report

**BACKGROUND**

As required by the Board of Trustees Policy 5.010 Audits, the Audit Committee is responsible for reviewing all audits prior to submission to the Board of Trustees. Due to the very late issuance by the US Department of Education of guidelines to be used by external auditors, the Single Audit Act Compliance Report could not be issued until late December 2025. The adopted calendar does not include an Audit Committee meeting in January. The Chief Financial Officer recommended to the Audit Committee chair, Trustee Robert Proctor, that the Single Audit Act Compliance Report be presented to the Board of Trustees at the regularly scheduled January meeting. Trustee Proctor concurred with that recommendation.

The Single Audit Act Compliance Report for the year ended June 30, 2025, is included with this agenda item. The report includes (1) an unmodified "clean" opinion, (2) no audit findings, and (3) no questioned costs.

**IMPLICATIONS**

**Financial:**

As a condition of receiving state aid and federal funds, including Title IV financial aid, the Community College Act requires Lansing Community College to make its audits available for public inspection and post them on the legally required transparency page of the college's website.

**Strategic Plan:**

The College's financial planning, forecasting, and annual budget provide resources for all of the strategic plan's goals. Accurate and timely financial reporting is a key component of that process.

**Human Resources:**

None

**RISKS**

There are no risk implications.

**OTHER OPTIONS/ALTERNATIVES**

There are no other alternatives.

**RECOMMENDATIONS**



The Administration respectfully requests that the Board of Trustees accept the Single Audit Act Compliance Report presented.

**ATTACHMENTS:**

1. Single Audit Act Compliance Report for the Fiscal Years Ended June 30, 2025.



Lansing  
Community  
College



Year Ended  
June 30, 2025

Single Audit Act  
Compliance

**Rehmann**



# LANSING COMMUNITY COLLEGE

## Table of Contents

	<u>Page</u>
Independent Auditors' Report on the Schedule of Expenditures of Federal Awards Required by the Uniform Guidance	1
Schedule of Expenditures of Federal Awards	2
Notes to Schedule of Expenditures of Federal Awards	3
Independent Auditors' Report on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with <i>Government Auditing Standards</i>	4
Independent Auditors' Report on Compliance for the Major Federal Program and on Internal Control over Compliance Required by the Uniform Guidance	6
Schedule of Findings and Questioned Costs	9
Summary Schedule of Prior Audit Findings	12





## INDEPENDENT AUDITORS' REPORT ON THE SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS REQUIRED BY THE UNIFORM GUIDANCE

December 17, 2025

Board of Trustees  
Lansing Community College  
Lansing, Michigan

We have audited the financial statements of the business-type activities and the discretely presented component unit of **Lansing Community College** (the "College"), as of and for the year ended June 30, 2025, and the related notes to the financial statements, which collectively comprise the College's basic financial statements. We issued our report thereon dated October 10, 2025, which contained unmodified opinions on those financial statements. Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the basic financial statements. The accompanying schedule of expenditures of federal awards is presented for purposes of additional analysis as required by Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance) and is not a required part of the basic financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. The information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of expenditures of federal awards is fairly stated, in all material respects, in relation to the basic financial statements as a whole.

*Rehmann Lobson LLC*





## LANSING COMMUNITY COLLEGE

### Schedule of Expenditures of Federal Awards

For the Year Ended June 30, 2025

Federal Agency / Cluster / Program Title	Assistance Listing Number	Passed Through	Pass-through / Grantor Number	Federal Expenditures
<b>U.S. Department of Education</b>				
Student Financial Assistance Cluster:				
Federal Supplemental Educational Opportunity Grants	84.007	Direct	P007A24031	\$ 479,885
Federal Work-Study Program	84.033	Direct	P033A24031	338,680
Federal Pell Grant Program	84.063	Direct	P063P220231 P063P230231	17,664,940
Federal Direct Student Loans	84.268	Direct	P268K230231 P268K240231	11,006,560
Total Student Financial Assistance Cluster				29,490,065
Vocational Education Basic Grant:				
Perkins II Block	84.048A	MDE	V048A220022	980,678
Perkins Local Leadership	84.048A	MDE	V048A230022	6,033
				986,711
Federal Gear Up MI Scholarship	84.334A 84.334S	Direct	n/a	20,000
<b>Total U.S. Department of Education</b>				30,496,776
<b>U.S. Department of Labor</b>				
GRCC Strengthening Community Colleges	17.261	GRCC	MI-25900-21-60-A-36	301,343
Workforce Innovation and Opportunity Act (WIOA) Cluster:				
Michigan Electric Vehicle Jobs Academy	17.258 17.259 17.278	SEMCA	MSC221030-CV	626
<b>Total U.S. Department of Labor</b>				301,969
<b>U.S. Department of Treasury</b>				
COVID-19 State and Local Fiscal Recovery Funds:				
ADN-to-BSN Completion Grant Program	21.027	MDLEO	ADN-BSN_LCC FY23	162,858
Michigan Reconnect Expansion	21.027	MILEAP	SLFRP0127	2,616,029
Michigan Reconnect Expansion - Financial Aid Compliance Funds	21.027	MILEAP	SLFRP0127	30,000
Advanced Manufacturing Higher Education Strategic Investment Program:				
Material Handler Bootcamp Ingham County Jail	21.027	MEDC	237258115	13,365
<b>Total U.S. Department of Treasury</b>				2,822,252
<b>National Science Foundation</b>				
Research and Development Cluster:				
NSF ATE - NEVTEX	47.076	COCC	DUE-2301095	23,092
<b>U.S. Small Business Administration</b>				
Small Business Development Center	59.037	GVSU	SBAOEDS8240107-01-00 SBAOEDS8250174-01-00	229,339
<b>U.S. Department of Veterans Affairs</b>				
Post 9/11 Veterans Educational Assistance	64.028	Direct	n/a	5,899
<b>U.S. Department of Energy</b>				
Michigan Building Training and Assessment Center	81.117	MSU	R28EKN92ZT9	17,504
<b>U.S. Department of Health and Human Services</b>				
HRSA Mobile Skills Lab	93.493	Direct	6 CE1HS47350-01-03	8,125
<b>Total Expenditures of Federal Awards</b>				\$ 33,904,956

See notes to schedule of expenditures of federal awards.



LANSING COMMUNITY COLLEGE

Notes to Schedule of Expenditures of Federal Awards

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accompanying schedule of expenditures of federal awards (the "Schedule") includes the federal grant activity of **Lansing Community College** (the "College") under programs of the federal government for the year ended June 30, 2025. The information in this Schedule is presented in accordance with the requirements of Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Because the schedule presents only a selected portion of the operations of the College, it is not intended to and does not present the net position, changes in net position, or cash flows of the College.

Expenditures reported on the Schedule are reported on the accrual basis of accounting, which is described in Note 1 to the College's financial statements. Such expenditures are recognized following the cost principles contained in the Uniform Guidance or other applicable guidance, wherein certain types of expenditures are not allowable or are limited as to reimbursement. Pass-through entity identifying numbers are presented where available.

2. 10% DE MINIMIS COST RATE

For purposes of charging indirect costs to federal awards, the College has not elected to use the 10 percent de minimis cost rate as permitted by §200.414 of the Uniform Guidance.

3. PASS-THROUGH ENTITIES

The College receives certain federal grants as subawards from non-federal entities. Pass-through entities, where applicable, have been identified in the Schedule with an abbreviation, defined as follows:

Pass-through Entity Abbreviation	Pass-through Entity Name
COCC	Central Oregon Community College
GRCC	Grand Rapids Community College
GVSU	Grand Valley State University
MEDC	Michigan Economic Development Corporation
MDE	Michigan Department of Education
MDLEO	Michigan Department of Labor and Economic Opportunity
MILEAP	Michigan Department of Lifelong Education, Advancement, and Potential
MSU	Michigan State University
SEMCA	Southeast Michigan Community Alliance





**INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING  
AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS  
PERFORMED IN ACCORDANCE WITH *GOVERNMENT AUDITING STANDARDS***

October 10, 2025

Board of Trustees  
Lansing Community College  
Lansing, Michigan

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the business-type activities and the discretely presented component unit of **Lansing Community College** (the "College"), as of and for the year ended June 30, 2025, and the related notes to the financial statements, which collectively comprise the College's basic financial statements, and have issued our report thereon dated October 10, 2025. The financial statements of the Lansing Community College Foundation were not audited in accordance with *Government Auditing Standards*, and accordingly, this report does not include reporting on internal control over financial reporting or instances of reportable noncompliance associated with the Lansing Community College Foundation.

## **Report on Internal Control Over Financial Reporting**

In planning and performing our audit of the financial statements, we considered the College's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the College's internal control. Accordingly, we do not express an opinion on the effectiveness of the College's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected, and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.





Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that were not identified.

#### **Report on Compliance and Other Matters**

As part of obtaining reasonable assurance about whether the College's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

#### **Purpose of this Report**

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the College's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the College's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

A handwritten signature in black ink that reads "Rehmann Lobson LLC". The signature is written in a cursive, flowing style.



## INDEPENDENT AUDITORS' REPORT ON COMPLIANCE FOR THE MAJOR FEDERAL PROGRAM AND ON INTERNAL CONTROL OVER COMPLIANCE REQUIRED BY THE UNIFORM GUIDANCE

December 17, 2025

Board of Trustees  
Lansing Community College  
Lansing, Michigan

### Report on Compliance for the Major Federal Program

#### *Opinion on the Major Federal Program*

We have audited the compliance of **Lansing Community College** (the "College"), with the types of compliance requirements identified as subject to audit in the OMB *Compliance Supplement* that could have a direct and material effect on the College's major federal program for the year ended June 30, 2025. The College's major federal program is identified in the summary of auditors' results section of the accompanying schedule of findings and questioned costs.

In our opinion, the College complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on its major federal program for the year ended June 30, 2025.

#### *Basis for Opinion on the Major Federal Program*

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America (GAAS); the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Our responsibilities under those standards and the Uniform Guidance are further described in the Independent Auditors' Responsibilities for the Audit of Compliance section of our report.

We are required to be independent of the College and to meet our other ethical responsibilities, in accordance with relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on compliance for the major federal program. Our audit does not provide a legal determination of the College's compliance with the compliance requirements referred to above.





### ***Responsibilities of Management for Compliance***

Management is responsible for compliance with the requirements referred to above and for the design, implementation, and maintenance of effective internal control over compliance with the requirements of laws, statutes, regulations, rules and provisions of contracts or grant agreements applicable to the College's federal programs.

### ***Independent Auditors' Responsibilities for the Audit of Compliance***

Our objectives are to obtain reasonable assurance about whether material noncompliance with the compliance requirements referred to above occurred, whether due to fraud or error, and express an opinion on the College's compliance based on our audit. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS, *Government Auditing Standards*, and the Uniform Guidance will always detect material noncompliance when it exists. The risk of not detecting material noncompliance resulting from fraud is higher than for that resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Noncompliance with the compliance requirements referred to above is considered material, if there is a substantial likelihood that, individually or in the aggregate, it would influence the judgment made by a reasonable user of the report on compliance about the College's compliance with the requirements of the major federal program as a whole.

In performing an audit in accordance with GAAS, *Government Auditing Standards*, and the Uniform Guidance, we:

- exercise professional judgment and maintain professional skepticism throughout the audit.
- identify and assess the risks of material noncompliance, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the College's compliance with the compliance requirements referred to above and performing such other procedures as we considered necessary in the circumstances.
- obtain an understanding of the College's internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of the College's internal control over compliance. Accordingly, no such opinion is expressed.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and any significant deficiencies and material weaknesses in internal control over compliance that we identified during the audit.



## **Report on Internal Control Over Compliance**

*A deficiency in internal control over compliance* exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. A *material weakness in internal control over compliance* is a deficiency, or combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the Independent Auditors' Responsibilities for the Audit of Compliance section above and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies in internal control over compliance. Given these limitations, during our audit we did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses, as defined above. However, material weaknesses or significant deficiencies in internal control over compliance may exist that were not identified.

Our audit was not designed for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, no such opinion is expressed.

### ***Purpose of this Report***

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

A handwritten signature in black ink that reads "Lehmann Johnson LLC". The signature is written in a cursive, flowing style.



# LANSING COMMUNITY COLLEGE

## Schedule of Findings and Questioned Costs

For the Year Ended June 30, 2025

### SECTION I - SUMMARY OF AUDITORS' RESULTS

#### Financial Statements

Type of report the auditor issued on whether  
the financial statements audited were prepared  
in accordance with GAAP:

Unmodified

Internal control over financial reporting:

Material weakness(es) identified?            yes       X       no

Significant deficiency(ies) identified?            yes       X       none reported

Noncompliance material to financial statements  
noted?            yes       X       no

#### Federal Awards

Internal control over major programs:

Material weakness(es) identified?            yes       X       no

Significant deficiency(ies) identified?            yes       X       none reported

Any audit findings disclosed that are required  
to be reported in accordance with  
2 CFR 200.516(a)?            yes       X       no

Identification of major program and type of auditors'  
report issued on compliance for the major program:

<u>Assistance Listing Number</u>	<u>Name of Federal Program or Cluster</u>	<u>Type of Report</u>
84.007, 84.033, 84.063, 84.268	Student Financial Assistance Cluster	Unmodified

Dollar threshold used to distinguish  
between Type A and Type B programs:       \$      1,017,149      

Auditee qualified as low-risk auditee?       X       yes            no



## LANSING COMMUNITY COLLEGE

### **Schedule of Findings and Questioned Costs**

For the Year Ended June 30, 2025

#### **SECTION II – FINANCIAL STATEMENT FINDINGS**

No matters were reported.



## LANSING COMMUNITY COLLEGE

### **Schedule of Findings and Questioned Costs**

For the Year Ended June 30, 2025

#### **SECTION III – FEDERAL AWARD FINDINGS AND QUESTIONED COSTS**

No matters were reported.

■ ■ ■ ■ ■



**LANSING COMMUNITY COLLEGE**

**Summary Schedule of Prior Audit Findings**

For the Year Ended June 30, 2025

No matters were reported.

■ ■ ■ ■ ■





LCC provides equal opportunity for all persons and prohibits discriminatory practices based on race, color, sex, age, religion, national origin, creed, ancestry, height, weight, sexual orientation, gender identity, gender expression, disability, familial status, marital status, military status, veteran's status, or other status as protected by law, or genetic information that is unrelated to the person's ability to perform the duties of a particular job or position or participate in educational programs, courses, services or activities offered by the College.

The following individuals have been designated to handle inquiries regarding the non-discrimination policies: Equal Opportunity Officer, Washington Court Place, 309 N. Washington Square Lansing, MI 48933, 517-483-1730; Employee Coordinator 504/ADA, Administration Building, 610 N. Capitol Ave. Lansing, MI 48933, 517-483-1875; Student Coordinator 504/ADA, Gannon Building, 411 N. Grand Ave. Lansing, MI 48933, 517-483-1885; Human Resource Manager/Employee Title IX Coordinator, Administration Building, 610 N. Capitol Ave. Lansing, MI 48933, 517-483-1879; Student Title IX Coordinator, Gannon Building, 411 N. Grand Ave. Lansing, MI 48933, 517-483-9632.