

Annual REPORT


**For the Fiscal Year
Ended June 30, 2013**



**Lansing Community College
Lansing, Michigan**

lcc.edu





February 1, 2014

2013 was a landmark year for Lansing Community College and this annual report highlights many of our accomplishments and the ways in which we have addressed the changing needs of the greater community.

In 2013, we opened two significantly renovated learning spaces: the Arts & Sciences Building and the Aviation Technology Center at Mason-Jewett Airport. We also began bold renovations on LCC's Gannon Building to transform the space into an inspiring and engaging facility that connects students with learning resources and support.

The changes bring people together by encouraging exploration, collaboration and discussion, enhancing the teaching and learning experience and making education relevant to the 21st century.

Together, these projects position LCC as a national leader in community college education, linking best practices in teaching and learning to the needs of Michigan employers and the expectations of baccalaureate-granting colleges and universities.

At the same time, we continued to offer innovative academic programs like the nationally renowned Military Medic to Paramedic program, which gives credit to returning veterans and fast tracks them to civilian jobs. We also kept tuition affordable by maintaining the third lowest tuition rates among Michigan community colleges.

As we move into a new year, we remain committed to our mission of providing learning and enrichment opportunities to improve our community's standard of living and quality of life.

I am deeply grateful to our faculty, staff, Board of Trustees, and of the community at large for their support of Lansing Community College – a college like no other.



Brent Knight
President



We are honored to share with you Lansing Community College's Popular Annual Financial Report (PAFR). This report is submitted to the Government Finance Officers Association (GFOA), which considers it for its PAFR award program. This report presents a summary of LCC's financial information, providing insight into local economic factors that impact the College as well as the institution's response to those factors based on an unwavering commitment to fiscal integrity. The College's more detailed Comprehensive Annual Financial Report (CAFR) can be viewed in its entirety at www.lcc.edu/finservices/.

As the financial report shows, we continue to exercise fiscal prudence, to maintain a healthy financial condition, and to practice good stewardship in the use of public and tuition dollars for academic programs and services that offer exceptional education experiences to more than 20,000 students each year.

With tuition, fees, and Pell grants accounting for over 43% of the total operating revenue and limited options available to diversify revenue sources, the College finds itself in the challenging position of meeting multifaceted demands for its programs and services while facing increasing costs and declining revenue.

LCC's leadership has remained firm in its commitment to keep tuition rates below the state average for community colleges. The College's annual in-district tuition increase averaged 2.0% from Fiscal Year 2009 to Fiscal Year 2012. In-district tuition increased by \$2 in both Fiscal Year 2013 and 2014, a 2.5% increase each year. The College's current tuition cost per billing hour is \$83.00.

In March 2013 the College adopted a new Strategic Plan, Learn Forward, which will set the institution's direction for the next three fiscal years. This plan will be integrated into the College's planning and budgeting process to support student success and institutional growth.



The College has a capital plan which is dynamic and is updated on a regular basis to reflect the most recent assessment of all projects required that will address the evolving academic needs. During the fiscal year ending June 30, 2013, the College embarked upon a \$67 million capital program funded by bond proceeds, internally designated funds, externally raised funds, and a State of Michigan capital outlay appropriation. This broad initiative will transform facilities for teaching and learning on campus for decades to come.

For the fourth year in a row, LCC was the only community college in Michigan to receive both the Distinguished Budget Presentation Award and the Certificate of Achievement for Excellence in Financial Reporting from the GFOA. In addition, the College has received the Award for Outstanding Achievement in Popular Annual Financial Reporting for Fiscal Years 2011 and 2012. Earning these recognitions is an important goal for the College and this achievement acknowledges that our financial reporting and management represent best practices in Michigan.

LCC is privileged to present this report and grateful for the support offered by our Board of Trustees in its development. We believe that the accurate and understandable financial information presented in this Popular Annual Financial Report instills even greater public confidence in the institution and offers additional transparency into how public and tuition dollars are spent.

Respectfully submitted,

A handwritten signature in black ink, reading "Donald L. Wilske". The signature is fluid and cursive.

Donald L. Wilske
Interim Chief Financial Officer
Lansing Community College

College

“A key factor in distinguishing place from space is the ability for humans to interact. This provides occupants with a feeling of belonging to the environment, instead of just ‘passing through’.”

Maria Lorena Lehman, Architect

OVERVIEW





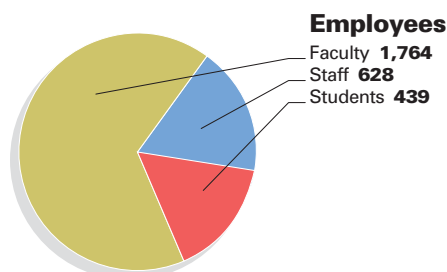
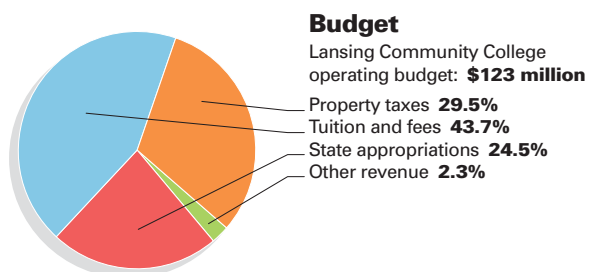
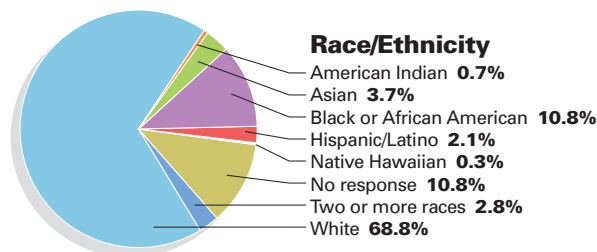
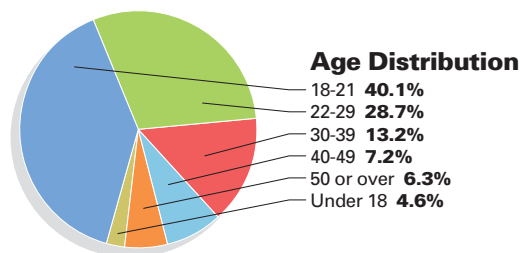
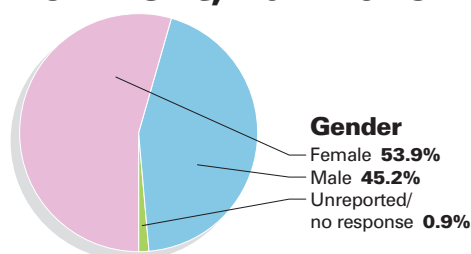
Lansing Community College, founded in 1957, is the third-largest community college in Michigan, serving a six-county area and enrolling nearly 19,000 students each year.

- **Nearly 2,000 courses** are offered each academic year in general education, career and workforce development, developmental education, and personal enrichment.
 - Students interested in transferring to a university can earn **general education** credits from credentialed and experienced faculty, at a reasonable cost, at convenient times, and in small classes. To ensure a smooth transition to a university, the college has articulation agreements with 49 institutions.
 - **Career and workforce** programs at LCC are designed to prepare individuals for specific jobs and careers or to improve existing skills. Programs range from short-term certificates to two-year degrees.
 - **Transitional and developmental education** courses in reading, writing, mathematics, English as a second language, and student development help students at all levels of preparedness gain the skills they need to be successful in college.
 - **Personal enrichment** and community education courses enable students of all ages to brush up on skills or explore areas of interest. Youth programs, including enrichment programs for gifted and talented youth and summer camps, are also available.
- LCC offers more than **300 associate degree and certificate programs**.
- More than **230 courses** are offered online each year; 22 associate degrees and certificates can be earned through online study.
- **More than 3,600 degrees, credentials, and certifications were awarded in 2012-13.**
- Each year **more than 2,500 LCC students transfer** to universities to continue their education.
- The College has **3+1 agreements** with nine universities in Michigan, including Central Michigan University, Ferris State University, and Northwood University.
- Through the **University Center at LCC**, students can earn bachelor's and master's degrees from six partner universities without leaving campus. More than 30 bachelor's degrees and several post-baccalaureate certificates and master's degrees are available.
- **Study abroad programs** offer 260 experiences on every continent through a partnership with Michigan State University; to date, more than 500 students have participated in the College's unique Japan Immersion program.
- More than **400 international students from 56 countries** attended LCC in 2013.



Enrollment, Fall 2013: 18,551

- **Lansing Community College is one of the largest employers in the capital region**, with more than 2,800 faculty, staff, and student employees.
- **LCC offers a wide range of support services for veterans.** The Veteran Services office assists veterans, active military personnel, spouses, and dependents enrolled in the College's programs. It provides academic counseling, certification of enrollment, and advice on Department of Veterans Affairs regulations concerning curricula, course selection, and satisfactory progress. LCC has been named by *G.I. Jobs* magazine as a "Military Friendly School." This honor ranks LCC in the top 15% of all colleges and universities nationwide.





**At LCC, we believe
that a college should
be a great place to be.**





Campus Transformation

Our Build Forward Capital projects are based on a vision to create a safe, dynamic campus that radiates a sense of place. In the past year, we have moved ahead with three major projects that will fundamentally change the student experience through purpose-designed, adaptable environments that support teaching and learning.

By transforming our facilities into exceptional learning environments, we are confident that our students will be inspired to learn, grow, and complete programs that prepare them to contribute meaningfully to today's world.

Arts & Sciences Building

The major renovation of our signature academic hub testifies to the strengths of creating educational spaces that facilitate student success.

Our reinvented Arts & Sciences building is as good as or better than any comparable facility in the nation for providing the first two years of college instruction. Every square foot of the nearly 50-year-old building has been transformed into a learning experience through interactive technologies, flexible designs, consolidated support areas, and hundreds of artworks, displays, and artifacts that reinforce how the sciences, math, and the arts affect our lives.

With more science and general education classrooms, and housing top-notch chemistry and biology labs, the new Arts & Sciences building positions LCC as a national leader in community college education. The superior learning environment we created fosters best practices in teaching and learning that meet the expectations of employers, four-year colleges and universities, and, most of all, our students.



Mason-Jewett Airport

LCC's nationally acclaimed Aviation Technology Program moved into a new facility at the Mason-Jewett Airport last year that has been certified by the Federal Aviation Administration and is considered the best in the nation by industry leaders and educators.

Our Aviation Technology Center includes a dedicated hangar equipped with classrooms, computer labs and separate bay workstations. Students learn on industry-current machines and technology, and work hands-on with big and small aircraft. Located on an active airstrip, the new center joins the many facilities at LCC that have been expressly designed to ensure student success.

Gannon Building

Bold renovations are underway to transform the Gannon Building into an inspiring set of spaces that connect students with learning resources and support. On the interior, a new student commons will incorporate dynamic dining, study and engagement opportunities. Our Student Service areas will be reinvented into a one-stop, technology-rich center that enables efficient, self-directed access to core college processes including admissions, enrollment, registration, academic advising and counseling. On the outside, a dramatic exterior of glass will turn the building into an instant landmark, adding to LCC's long-term commitment of being a community asset, destination, and partner in the urban renewal of downtown Lansing.

These projects—like all our upcoming capital improvements—represent our commitment to you and will put no additional burden on LCC's operating budget. With an emphasis on purpose-built and purpose-designed spaces, Build Forward capital projects will transform teaching and learning on the LCC campus for decades to come.



Academic Excellence

Lansing Community College takes pride in being an innovator of curriculum and programs that meet the highest national academic standards. Our rigorous process of continuous improvement promotes student achievement across all areas of teaching and learning. During the past year, LCC received recognition for several initiatives that address community and national needs.

Military Medic to Paramedic Program (MM2P)

The first program of its kind in the nation, LCC's Military Medic to Paramedic Program (MM2P) helps military medics transition into civilian life through a fast-track path to EMS paramedic certification and licensure. Veterans who complete the program may also enter the Advanced Standing Nursing program to pursue a nursing career.

LCC's Health and Human Services Division developed the program to address the increasing shortage of registered nurses and EMS personnel, as well as the unemployment or underemployment of military medics. The program launched in early 2012 and has experienced exponential growth.

The U.S. Department of Defense named the program a model for the nation. Because of its success, the Technical Careers Division is also planning to rollout a program for fast-tracking veterans into technology-rich jobs.

Major Renovation Enhances Learning

The science laboratories in the newly renovated Arts & Sciences building are among the best available for freshmen and sophomore students in the nation and will allow us to add additional sections to meet the increasing demand for science courses. The building also offers the latest technology for classroom teaching and collaboration. It's a space students and faculty love to be in and community members like to visit. Studies show that a college's physical environment plays a key role in helping students succeed.

Creating World Class Aviation Technicians

With the move to a cutting-edge renovated facility at the Mason-Jewett Airport in 2013, LCC can now offer expanded opportunities for students interested in high-demand, well-paid jobs in the aviation industry. LCC offers two associate degrees and three certificate programs in the field, as well as an articulation agreement with Western Michigan University for those interested in earning a bachelor's degree.



New Stackable Programs

Two departments launched brand new curriculum to help students start or strengthen careers in high-demand fields. The curriculum is among LCC's new stackable certificate options that can help students earn credentials, upgrade job skills, change careers, or rebound after a layoff.

The Computer Information Technologies program rolled out certificates in mobile applications, residential networks, and convergence technologies. These stackable programs build on one another, integrate with other programs, and lead to associate degrees. These particular college certificates also grant industry-recognized credentials that give students the competitive advantage of being job-ready as they complete their education.

New stackable curriculum through Physical Fitness & Wellness helps meet the increased demand for certified fitness professionals. While building toward an associate degree, students can take courses that lead to certifications as a group fitness instructor and personal trainer.

MiRIS Consortium

As a member of the Michigan Radiologic and Imaging Science (MiRIS) Consortium, LCC provides didactic hybrid distance education, laboratory simulation, and clinical educational experiences in advanced medical imaging modalities.

Created in 2010, the MiRIS Consortium shares resources and offers educational opportunities for students to earn associate, baccalaureate or graduate degrees in radiologic and imaging sciences. Accredited by the Higher Learning Commission in 2011, the Consortium is the first of its kind in Michigan to offer cutting-edge delivery and technology in the imaging field of medicine.



Workforce and Economic Development

At LCC, we continue to focus on helping students acquire or upgrade the skills they need to participate in an ever-changing economy. Since opening in 1957, LCC has played a vital role in our region's economic health by providing solid, innovative programs that equip students to fill workforce needs.

Michigan New Jobs Training Program

Created by the State, the Michigan New Jobs Training Program allows LCC to fund training for employees hired or transitioning into new jobs. Our Business & Community Institute (BCI) is currently providing specialized training that supports General Motors' shift expansion and new product launch at the Lansing Grand River Plant.

BCI awarded \$2.14 million grant

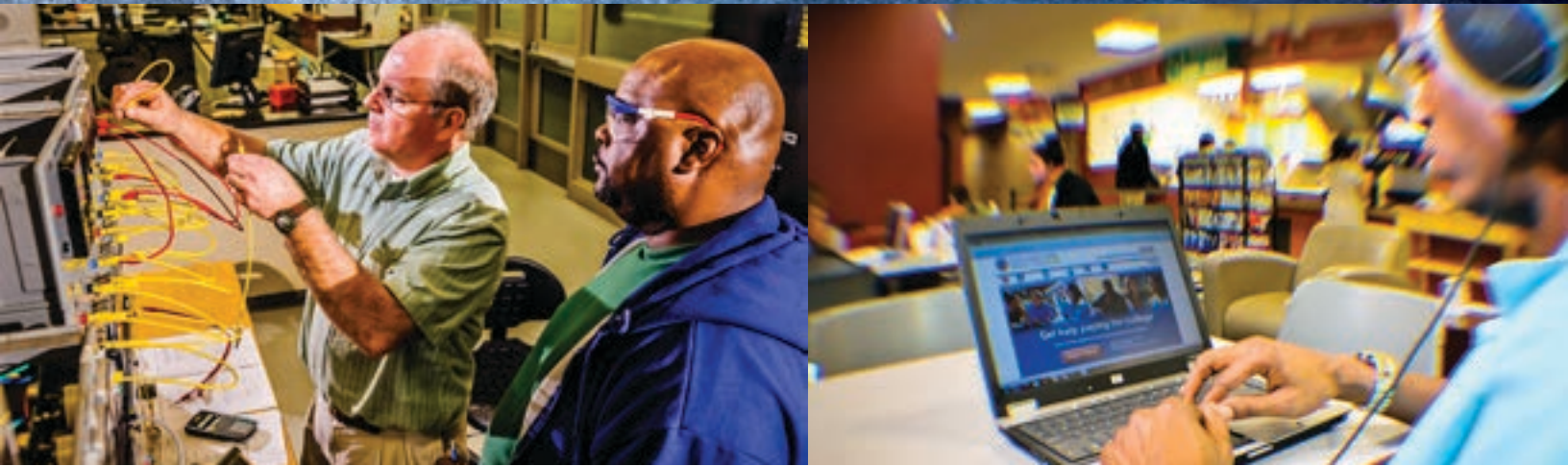
The Business & Community Institute received a \$2.14 million U.S. Department of Labor (DOL) grant to participate with eight other Michigan community colleges in building a statewide learning network for the manufacturing industry. The DOL grant assists community colleges in providing coursework and training that leads to new employment opportunities within and outside of the auto industry. The BCI's goal is to prepare LCC students for careers in welding, production, and mechatronics.

Utility Worker Training

LCC offers multiple opportunities for individuals interested in becoming electrical utility lineworkers. All opportunities start with an application process and include basic safety and electrical education. Students then complete the school-to-work program in Marshall, offered in partnership at the Consumers Energy Training Facility, or in Lansing, at the Great Lakes Center for Utility Training at the LCC West Campus. Both opportunities result in a 33 credit certificate of achievement. Students can continue their education by completing the new line worker associate degree track developed by LCC's Utility and Energy Systems program.

ePathways

The ePathways program addresses the critical need for highly-skilled computer programmers in Mid-Michigan by offering concentrated training to unemployed or underemployed workers. Students advance through the computer science track toward careers in computer programming and IT, and receive support from skilled coaches, educators and top IT companies. In just two years, nearly 220 adult learners have enrolled for two-year degrees and certificates.

**Center for Workforce Transition**

LCC's Center for Workforce Transition, located at Capital Area Michigan Works!, helps job seekers and skill builders navigate key LCC processes including admissions, registration, assessment testing, advising, and financial aid. Services also include job search assistance, help with resumes and cover letters, and job connection workshops.

Michigan Pathways Grant

The Michigan Pathways Grant helps adult learners identify careers and earn career-related credentials. Enhanced services put basic skills courses in context, design career paths, and present options for transforming certificates into degrees. Overall program goals include increasing employment for low-skilled, older workers and decreasing unemployment in the six-county LCC district.

Plus 50 initiatives

The Plus 50 Encore Completion program offers baby boomers flexible programming that ranges from career advising, selecting a course of study, seeking financial aid, and scheduling. Workforce training programs are also available that prepare older adults for community-focused careers in education, health care, and social services.



Helping Students Succeed

Of all of our goals, student success is at the top of the list. At LCC, we believe that high-quality instruction and practical learning experiences can help students start strong and finish even stronger. We are confident that we are attaining the right mix of resources, support services, and individualized attention that equip students with the competencies and knowledge they need for today's world.

Record numbers, significant outcomes

More degrees and certificates were awarded in the 2012-2013 academic year than in any time in LCC's history. Our students earned a total of 3,663 degrees and certificates, a figure representing an increase of 57 credentials from the previous year. In the last five years, the number of degrees and certificates awarded by the College has increased by 30 percent.

Innovative services

Three tech-driven services help students, faculty, and staff navigate information related to their curriculum, course availability, and conduct. DegreeWorks provides comprehensive web-based academic advising and audit tools for monitoring degree progress and completion. Implemented in Summer 2013, wait listing allows students to request a seat in a full class and then to enroll in that class when a seat becomes available. Symplicity/Advocate was also implemented in 2013; this system supports faculty and staff in reporting and responding to student conduct and behavioral issues.

First among community colleges

LCC became the first community college in the nation to be selected by the John N. Gardner Institute for Excellence in Undergraduate Education to pilot the Gateways to Completion initiative. The pilot involves creating an evidence-based plan for improving student learning and success in high-enrollment courses with historically high rates of failure.



Adult education and development courses

The Center for Transitional Learning launched two initiatives for students needing assistance with general education or basic skills requirements.

The new Foundations for Success program reported a 98 percent completion rate among the more than 60 students who enrolled to work on adult basic education or to earn their GED. Among those completing the program, several went on to pursue degrees or certificates at LCC. The Foundations program is designed for students who do not qualify for the High School Diploma Completion Initiative because of their age.

A second student success initiative that paired reading and student development courses as co-requisites resulted in higher pass rates, helped students attain improved competencies, and increased retention rates. The pilot program revised curriculum to include materials from various certificate and degree programs to help students prepare for their major areas of study.

Accelerated learning

The success rate for students enrolled in combined or simultaneous sections of required math courses was nearly 20 percent higher than for students who took the same courses in a stand-alone sequence. Students enrolled for two linked English courses in a single semester were also more successful. This accelerated learning approach provides smaller class sizes and individualized attention.

LCC joins national efforts to improve student success

This past year, LCC became a member of the Association of American Colleges and Universities (AAC&U), a leading organization concerned with the quality, vitality, and public standing of undergraduate liberal education. Founded in 1915, AAC&U now comprises more than 1,300 member institutions, including private colleges, community colleges, and major research institutions like founding member, the University of Michigan.

LCC also became a member of the Community College Forum of the Education Advisory Board. As a member, the college has access to significant research on a variety of academic issues, including those related to student success: student access, retention, and learning outcomes.



Connecting with K-12

LCC believes that no one is ever too young to start down the path of lifelong learning. Our Pre K-12 initiatives engage children and youth from preschool through high school in age-appropriate activities for college- and career-readiness. We continue to expand our existing programs and to launch progressive initiatives that keep education on the radar for Mid-Michigan youth.

Early LCC

The Early Learning Children's Community Center earned its national accreditation from the National Association for the Education of Young Children. In Fall 2013, Early LCC was also awarded a five-star rating from Michigan's Great Start to Quality Initiative—a distinction granted to centers that meet the highest standards in early education and child care.

High School Diploma Completion Initiative

The High School Diploma Completion Initiative (HSDCI) continues to provide an opportunity for mid-Michigan students who have dropped out of high school to reconnect with the educational system and get a head start on college in a supportive environment. About 30 young people are recruited and enrolled in the program each semester.

Early College

LCC's Early College, a collaboration with the Ingham Intermediate School District, helps students finish high school and earn an associate degree or technical certification in three years at no cost to their family. More than 80 new students were enrolled in Early College in Fall 2012, with the total number of students enrolled at 210 since the program began in 2011. To date, the LCC course pass rate for this program is nearly 90 percent.

Career Readiness

A newly created position will focus exclusively on improving the connectivity between employers and the K-12 system. LCC's new regional career liaison will also be responsible for providing current career information to high school students, parents and counselors. The position is funded through a grant from Michigan's Regional Prosperity Initiative.



Special Programs for College Readiness

Thousands of children and accompanying adults continue to seek out and attend LCC events and programs focused on science and math.

- Science and Math Elementary Exploration allows children to explore many different science disciplines under the guidance of LCC science faculty and students. Community volunteers from science-related businesses and organizations also lead popular sessions on – among other things - aerodynamics, physics, heat and temperature, circuits, and macroscopic cells.
- Gifted and Talented Education (GATE) has steadily grown in popularity. Increases of 10 to 40 percent were seen in both spring and fall programs that primarily focused on math and science. The two periods charted a combined enrollment of more than 400 youth, with interest expressed for upcoming sessions.
- Nano Day at Impression 5 Museum gives students in grades 8 - 12 a general understanding of nanotechnology. More than 800 students attended this springtime event that studies the tiny sub-microscopic particles that might profoundly change the way we live.
- The A+/GATE Summer Youth Programs enjoyed steady enrollment and piloted two full-week classes in partnership with Lansing's Potter Park Zoo and Challenger Learning Center at the Kalamazoo Valley Museum. Big Zoo Explorer and Mission to Mars achieved maximum enrollment. These programs delved into intense hands-on study of zoology and space exploration.



The Lansing Community College Foundation

The Lansing Community College Foundation is a nonprofit 501(c)(3) corporation whose purpose is to support the educational mission of Lansing Community College. The LCC Foundation is administered by an independent board of directors and was established to solicit, receive and administer private gifts, bequests and donations to benefit LCC students and programs. The Foundation provides more than \$350,000 in scholarships each year. The Foundation is instrumental in securing major gifts and grants in support of capital projects, academic programs and other special initiatives. Foundation endowments total over \$9.8 million. For more information visit www.lcc.edu/foundation or call (517) 483-1895.

The LCC Foundation also supports employees across LCC campuses through the **Employee Development Fund (EDF)**, a membership based group. EDF was established to bring together employees who care about their institution and choose to make an investment in its future. The Employee Development Fund was created for employees, by employees, to provide professional development grants, promote fellowship and fun, and enhance everyday work life.

The Foundation also houses the LCC Alumni Association. With over 500,000 alumni, the Association maintains regular contact with over 50,000 alumni. Yearly events build networking and social opportunities between alumni, faculty, and current students. For membership and event information, visit www.lcc.edu/foundation/alumni or call (517) 483-1988.







Financial REPORT



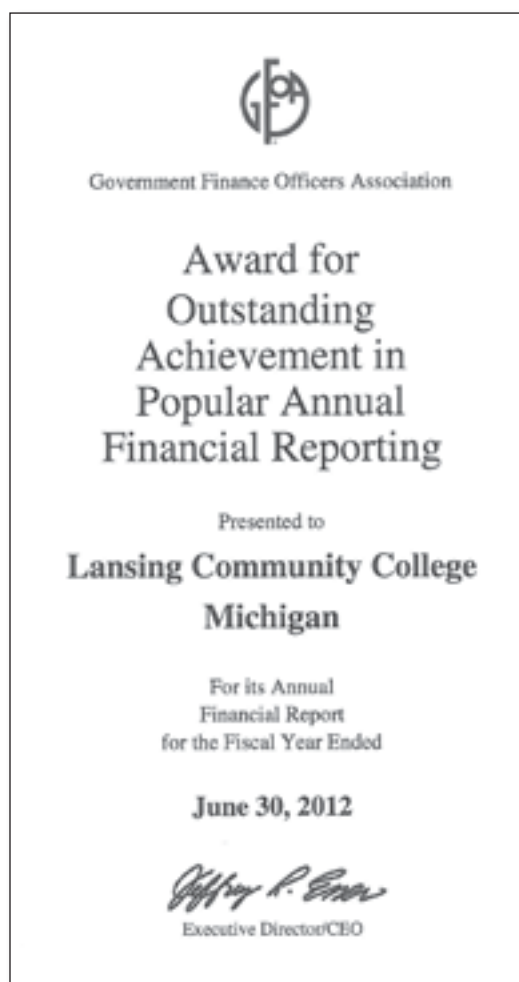
Lansing Community College remains fiscally sound. This Popular Annual Financial Report (PAFR) is formatted as an easy-to-read version of the College's Comprehensive Annual Financial Report (CAFR) that is published each year. The CAFR is a detailed account of the financial statements prepared in accordance with Generally Accepted Accounting Principles (GAAP), including financial disclosures, management's discussion and analysis, and LCC's component unit, the Lansing Community College Foundation, whose financial statements are not included in this report. To view the complete CAFR please go to www.lcc.edu/finservices.

Total assets

2009	\$210,025,468
2010	\$208,261,933
2011	\$209,994,928
2012	\$208,672,589
2013	\$258,049,957

Total net assets

2009	\$126,276,165
2010	\$130,448,653
2011	\$137,988,429
2012	\$141,831,186



Condensed Statement of Net Position and History for the Years Ended June 30

Current assets	2009	2010	2011	2012	2013
Cash and cash equivalents	\$19,258,916	\$23,981,910	\$9,481,817	\$8,809,145	\$20,155,782
Short-term investments	\$2,294,300	\$3,318,853	\$11,373,379	\$20,284,914	\$15,290,530
Receivables	\$16,811,363	\$14,583,443	\$14,441,714	\$15,790,351	\$14,916,717
Inventories	\$175,107	\$173,606	\$161,204	\$111,798	\$73,631
Prepaid expenses and other assets	\$28,965	\$339,626	\$1,348,335	\$672,149	\$1,150,929
Noncurrent assets					
Restricted cash-unspent bond proceeds	\$2,474,623	\$2,474,861	\$1,660,715	\$-	\$23,867,509
Long-term investments	\$1,000,000	\$250,000	\$13,518,582	\$7,016,505	\$11,563,829
Bond issuance costs, net	\$738,250	\$682,953	\$634,026	\$572,360	\$-
Property and equipment, net	\$167,243,944	\$162,456,681	\$157,375,156	\$155,415,367	\$171,031,030
Total Assets	\$210,025,468	\$208,261,933	\$209,994,928	\$208,672,589	\$258,049,957
Deferred outflows of resources					
Deferred charge on bond refunding	\$1,209,980	\$1,116,904	\$1,023,828	\$930,753	\$1,496,949
Current liabilities					
Accounts payable	\$3,197,791	\$2,422,035	\$2,588,500	\$2,913,993	\$8,494,178
Accrued payroll and other compensation	\$8,996,021	\$7,742,680	\$7,160,868	\$9,178,910	\$7,978,245
Other current liabilities	\$2,208,716	\$2,144,904	\$2,007,089	\$-	\$-
Unearned revenue	\$3,187,645	\$3,919,374	\$3,715,798	\$3,423,485	\$3,864,562
Other current liabilities	\$-	\$65,743	\$41,842	\$41,842	\$41,841
Current portion of debt obligations	\$4,672,712	\$4,912,092	\$5,112,020	\$5,336,909	\$5,002,213
Noncurrent liabilities					
Long-term debt obligations, net of current portion	\$62,696,398	\$57,594,171	\$52,292,176	\$46,765,772	\$86,878,558
Other non-current liabilities	\$-	\$194,928	\$153,086	\$111,245	\$69,404
Total liabilities	\$84,959,283	\$78,995,927	\$73,071,379	\$67,772,156	\$112,329,001
Net position					
Invested in capital assets, net of related debt	\$103,559,437	\$103,542,183	\$102,655,503	\$104,243,439	\$104,514,717
Restricted	\$171,618	\$171,618	\$171,618	\$171,618	\$-
Unrestricted	\$22,545,110	\$26,734,852	\$35,161,308	\$37,416,129	\$42,703,188
Total Net Position	\$126,276,165	\$130,448,653	\$137,988,429	\$141,831,186	\$147,217,905

Assets

Current assets are those resources reasonably available within one year. Unlike other forms of assets, cash and equivalents such as checking account balances can be used immediately for current operational needs, such as meeting the payroll or paying vendors. Short-term investments represent the College's holding in allowable financial instruments due within one year or less, such as certificates of deposit and money market accounts.

Receivables represent those monies due to the College but not yet available for use; examples include property taxes not yet received for the prior and current year levies, remaining state appropriation payments, and accrued interest. Other assets include prepaid expenditures and student supply inventory.



Noncurrent assets are the College's long-term financial and plant resources. Long-term investments represent the College's holding in allowable financial instruments due in more than one year, such as certificates of deposit. Plant and equipment account for the College's equity in land, buildings, real estate improvements (such as roads and security lighting), and capital equipment such as computer hardware and software, furniture, and media equipment. Depreciation is the recovery of the costs of plant and equipment over their expected useful lives.

Liabilities

Current liabilities are short-term obligations. Accrued payroll, accounts payable, and other accrued liabilities represent amounts due to employees or vendors for services, supplies, or equipment provided to the College. Unearned revenues include the tuition and fee revenue for the remainder of the summer semester.

Noncurrent liabilities represent long-term obligations, usually due over a number of years. Long-term debt represents the balance due after one year on bonds and notes for capital purchases. Bond issuance cost is the amount to be amortized over the remaining life of bonds payable.

Net Position

Net position represents the difference between assets and liabilities. Invested in capital assets – net of related debt consists of capital assets, net of accumulated depreciation, reduced by the outstanding balance of any borrowing used for the acquisition, construction, or improvement of those assets. Net position is reported as restricted when there are limitations imposed on its use by grantors or by laws or regulations. Unrestricted net position may be used to meet the College's ongoing obligations. When reviewed over time, net position may serve as a useful indicator of the College's financial position.

Operating Revenue

Student tuition and fees are the primary operating source of revenues for the College. LCC's tuition at \$81 per credit hour in FY 2013 remains among the most competitive in the state.

Total Revenues

2009	\$134,737,173
2010	\$144,396,813
2011	\$151,252,301
2012	\$144,747,068
2013	\$142,413,953

Revenues, Expenses, and Change in Net Position for the Years Ended June 30

Operating Revenues	2009	2010	2011	2012	2103
Total Operating Revenues	\$43,612,228	\$40,321,196	\$43,719,347	\$43,915,991	\$43,522,800
Total Operating Expenses	\$134,182,993	\$137,287,363	\$140,986,839	\$138,500,902	\$133,362,912
Operating Income (Loss)	(\$90,570,765)	(\$96,966,167)	(\$97,267,492)	(\$94,584,911)	(\$89,840,112)
Net Non-Operating Revenues (Expenses)	\$86,934,381	\$101,138,655	\$104,807,268	\$98,427,668	\$93,926,831
Capital Gifts and Appropriations	\$1,092,736	\$0	\$0	\$0	\$1,300,000
Total Change in Net Position	(\$2,543,648)	\$4,172,488	\$7,539,776	\$3,842,757	\$5,388,732
Net Position, Beginning of Year	\$128,819,813	\$126,276,165	\$130,448,653	\$137,988,429	\$141,831,186
Net Position, End of Year	\$126,276,165	\$130,448,653	\$137,988,429	\$141,831,186	\$147,219,918

Operating Revenues	2009	2010	2011	2012	2013
Tuition and fees (net of scholarships allowances)	\$29,903,915	\$27,265,422	\$29,649,088	\$28,979,245	\$29,363,192
Federal, state, and local grants and contracts	\$7,634,531	\$7,448,231	\$8,222,315	\$8,782,259	\$8,668,668
Sales and services	\$4,983,849	\$4,344,437	\$4,255,410	\$4,510,887	\$4,017,772
Miscellaneous	\$1,089,933	\$1,263,106	\$1,592,534	\$1,643,600	\$1,473,168
Total Operating Revenues	\$43,612,228	\$40,321,196	\$43,719,347	\$43,915,991	\$43,522,800
Instruction	\$46,654,529	\$46,403,697	\$47,627,872	\$48,921,597	\$48,827,540
Public services	\$3,188,632	\$3,094,673	\$2,980,456	\$3,164,438	\$3,194,984
Instructional support	\$22,732,391	\$22,386,779	\$21,211,978	\$21,545,150	\$20,729,384
Student services	\$19,182,351	\$26,913,778	\$29,539,633	\$26,742,055	\$23,726,541
Institutional administration	\$14,026,044	\$11,245,916	\$11,679,996	\$12,029,791	\$11,125,505
Operation and maintenance of plant	\$19,449,921	\$17,827,998	\$18,855,091	\$17,927,676	\$17,032,865
Depreciation	\$8,949,125	\$9,414,522	\$9,091,813	\$8,170,195	\$8,726,093
Total Operating Expenses	\$134,182,993	\$137,287,363	\$140,986,839	\$138,500,902	\$133,362,912
Operating Income (Loss)	(\$90,570,765)	(\$96,966,167)	(\$97,267,492)	(\$94,584,911)	(\$89,840,112)

Non-Operating Revenues	2009	2010	2011	2012	2013
State appropriations	\$29,762,500	\$29,762,500	\$29,762,500	\$28,651,900	\$30,724,364
Property tax levy	\$42,147,127	\$41,681,996	\$40,359,554	\$38,543,630	\$37,294,876
Pell grant revenue	\$17,684,893	\$32,548,966	\$37,215,746	\$33,125,802	\$29,347,419
Investment return and other gains	\$437,689	\$82,155	\$195,154	\$509,745	\$224,494
Interest on capital asset related debt	(\$3,097,828)	(\$2,936,962)	(\$2,725,686)	(\$2,403,409)	(\$3,664,322)
Net Non-Operating Revenues (Expenses)	\$86,934,381	\$101,138,655	\$104,807,268	\$98,427,668	\$93,926,831
Increase (Decrease) in Net Position	(\$3,636,384)	\$4,172,488	\$7,539,776	\$3,842,757	\$5,386,719
Capital Appropriations and Gifts	\$1,092,736	\$0	\$0	\$0	\$1,300,000
Change in Net Position	(\$2,543,648)	\$4,172,488	\$7,539,776	\$3,842,757	\$5,386,719
Net Position, Beginning of Year	\$128,819,813	\$126,276,165	\$130,448,653	\$137,988,429	\$141,831,186
Net Position, End of Year	\$126,276,165	\$130,448,653	\$137,988,429	\$141,831,186	\$147,217,905



Expense by Type of Service

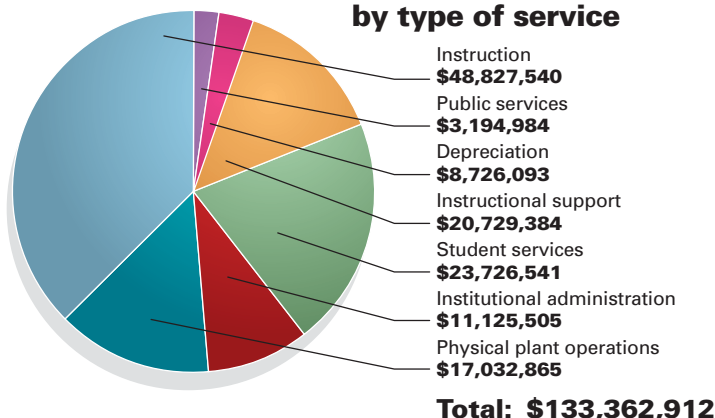
Instruction includes those activities that deal directly with or aid in the teaching process. Instruction expenditures include not only personnel costs and supplies, but also the personnel and materials required to plan, implement, and manage the instructional programs. Instructional support comprises those programs that directly support the instruction process, such as tutoring, library operations, and instructional media services. Public Services include those activities established to respond to a community need or solve a community problem. Student Services include registration and records, financial aid, counseling, and other activities that provide non-academic support services to students. Institutional administration encompasses general

regulation, direction, and administration as well as those costs applicable to the College on an institution-wide basis such as governance and accreditation activities. Physical plant operations include maintenance, housekeeping, and other costs necessary for the proper and safe operation of the College's facilities. Depreciation represents the financial acknowledgement of the costs of fixed assets prorated over their estimated useful service lives.

Non-Operating Revenue (expense)

State appropriations, property tax levies, and Pell grants are the major sources of non-operating revenue for the College followed by investment income. Non-operating expenses include interest on debt incurred to acquire capital assets.

2013 use of resources by type of service



Total Expenses

2009	\$137,280,821
2010	\$140,224,325
2011	\$143,712,525
2012	\$140,904,311
2013	\$137,027,234



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Lansing Community College is accredited by the Higher Learning Commission, a commission member of the North Central Association of Colleges and Schools. The commission can be contacted at www.ncahlc.org or by phone at (800) 621-7440. Its mailing address is 230 South LaSalle Street, Suite 7-500, Chicago, IL 60604. The main campus of Lansing Community College is located in downtown Lansing. Student service offices are located at 422 N. Washington Square and can be contacted at www.lcc.edu or by phone at (517) 483-1957.

