The one constant within community colleges for the past decade is change: enrollment trends, educational and training priorities, and public and political expectations. Notwithstanding the constant of change, LCC has been not only able to weather shifting tides, it has also been able to distinguish itself among its peers, ranking No. 1 in Michigan in the number of degrees conferred and No. 54 nationally among community colleges by the same measure. Each degree conferred is certainly a personal triumph for a student, but it is also part of the foundation upon which future prosperity will rest.

We are very proud of our students, and we take pride in the fact that we have a high degree of prescience in looking for those opportunities of the future of which our students may take advantage.

Specifically, we have heard the call of industry in Mid Michigan to provide training for our students in technical careers, including engineering, digital innovation, and trades that employers want now and well into the future.

We have also made a concerted effort to develop programs that will help our veterans and service members transition from the military to civilian occupations. The Military Medic to Paramedic program (MM2P) has been officially recognized by the U.S. Department of Defense and trains students on military bases.

At the same time, we have not only maintained but sought to improve greatly upon our core purpose of offering high-quality, affordable, accessible higher education for all. Our Placemaking efforts have dramatically improved educational support services and the learning environment LCC offers.

One of our recent innovations was to eliminate the per-diem cost for student parking and move to a lower, flat fee. The impetus behind this change was remarkably simple. By moving to a flat fee, students can remain on campus without worrying about “feeding the meter.” This encourages students to engage with faculty, peers, advisors, and counselors without additional cost. It also removes an additional financial burden to better serve students and increase overall participation in the campus community and student life.

The Strategic Plan (Learn Forward) adopted by the Board of Trustees in March, 2013, represents our best thinking on how we can address our challenges and position ourselves for the future. It focuses on the core areas of Competitiveness and Innovation; Learning; Student Success; Community Engagement; Leadership, Culture, and Communication; and Resource Management and Fiscal Responsibility. Our goals are ambitious but achievable, and all of them are focused on helping students reach their educational and career goals. LCC will continue to strive to be “A College Like No Other.”

Sincerely,

Brent Knight
President
The power in OUR STARS

LCC had an exceptional year – one filled with innovation and wide-ranging initiatives that reflect our commitment to our students’ education, working for their success, and creating a learning environment as rich as any in Michigan.

We’re in the midst of building a new culture at LCC – one that powers the success of our students, staff, and community. Join us as we continue to become “A College Like No Other,” propelled by the power of our LCC Stars.

"Over the years we became familiar with LCC, the community college at the end of Washington Boulevard. But now, what a college, what an asset to the community beyond our imagination! We are especially proud of LCC."

Virg Bernero, Mayor, City of Lansing

Founded in 1957, Lansing Community College has become the third largest community college in Michigan. We serve a six-county area, and enroll nearly 17,000 students a year: in-district, out-of-district, and international.

The power of SUCCESS

The success of each and every student is the Number One priority at Lansing Community College.

Our stories shine through the achievements of our students, empowered by the innovative, collaborative and highly supportive programs we provide. At LCC, our students start strong and finish well, equipped with the knowledge and competencies they need to contribute to today’s world.
2014 Highlights

Placemaking

As a college, LCC wholeheartedly embraced a new focus on Placemaking as a strategy central to our mission and purpose of student success. In 2014, the College furthered efforts to create a campus that appreciates art, culture, and collaborative learning. These campus-wide renovations fundamentally changed the student experience now and well into the future by creating exceptional learning environments that supplement curriculum and inspire students to learn and grow.

In 2014, the renovation of the Gannon Building included the creation of a hub for student activity known as the StarZone. The renovation, completed in time for fall 2014 classes, created an environment in which students are immersed in learning and learning support.

The StarZone offers personalized assistance with admissions, registration, advising, financial aid, campus life and more. The walk-up, one-stop-shop service model, styled after an Apple store, is new to community colleges, and LCC aims to be a leader in providing exceptional service to help students meet their educational goals.

The all-new Gannon Student Commons offers a stunning, two-story wall of light created by an all-glass view on the east side of the building. The Commons offers students a place to study, eat, and interact with faculty and each other. The space accommodates up to 450 people and can serve as an events location.

Our Veterans Center provides one-stop, wrap-around services for counseling, advising, housing, healthcare, and education services for veterans and active-duty service members. The College has asked the State of Michigan for a $3 million capital outlay that it will match to provide a renovation and modernization of the center. The Board of Trustees approved the request and a matching $3 million from the College.
Known as the “Passport to Success,” the Coalition for Career and College Readiness (C3R) shows our commitment to bridging the college-readiness skills gap in the tri-county area. This coalition is building momentum with support from higher education stakeholders in Mid Michigan, including educators, businesses, and policy makers.

The Child Care Access Means Parents in School (CCAMPIS) helps low-income parents, as well as military and veteran students, attend LCC by providing access to Early LCC, an on-site early education and child care center. This was made possible through a $335,000 grant from the Department of Education to create an infrastructure to support students by offering child care and mentorship.

Beginning in the 2013-2014 academic year, LCC became a pilot participant in the Gateways to Completion (G2C) student success initiative. G2C is a project through the John N. Gardner Institute for Excellence in Undergraduate Education that seeks to improve student success in gateway courses which have a great impact on student success and retention. LCC is working on improving student success in five selected gateway courses. In our second year, we are implementing action plans, which are robust and seek to utilize every possible method to increase student success. Action plans include several key strategies, including active learning to improve student success and retention by using technology.

The University Center at LCC enables students to earn more than 30 bachelor's degrees, master's degrees, or post-baccalaureate certificates from six partner universities without leaving campus. Additionally, the College has 3+1 agreements with nine universities in Michigan, including Central Michigan University, Ferris State University, and Northwood University.
3,400

The number of two-year degrees LCC awarded in 2014 – more than any other college or university in Michigan. LCC also placed 54th in the nation for the number of two-year degrees granted in all disciplines.

The power of EXCELLENCE

At LCC, we recruit, retain and develop faculty and staff from the academic and business communities who are dedicated to helping our students achieve the highest level of success. We also employ students across our campuses, providing positive work experiences that build credentials and launch careers.

2014 Highlights

Our new Academic Quality Improvement Program implemented a Speaker’s Series, Employee Recognition Program, and Leadership Academy for LCC faculty and staff.

A new weekly e-newsletter, The Star, demonstrates the College’s commitment to improve communication, share relevant information, and build brand ambassadors within the College. This newsletter contains a variety of stories, notifications, and other information of interest to LCC’s employees.

The Academic Senate celebrated its one-year anniversary in 2014. The purpose of the Senate is to provide faculty input and advice to the administration concerning college-wide issues of educational philosophy, academic policy, and priorities in the deployment of capital or financial resources. The Senate is proactive and collaborative in its approach, seeking consensus whenever possible, and fosters and supports effective and transparent communication with the college community. Student learning and success are the ultimate goal of this body.

Diverse, cross-representational teams of faculty and administrators presented at several renowned conferences including the Achieving the Dream Conference, the Acceleration Learning Program National Inventory Project, and a live web conference hosted by Ellucian.
2,700

The number of faculty, staff, and student employees we employ, making us one of the largest employers in the capital region.

The power of INNOVATION

We pride ourselves on designing innovative programs and curriculum that meet the highest national education standards. At LCC, we never stop exploring and reimagining programs to maximize student success in today’s dynamic world.

2014 Highlights

The Aviation Technology program was restructured and launched in spring, 2014, in a newly renovated, high-tech facility at the Mason-Jewett Airport in Mason. The program provides training for essential, high-wage jobs and serves as a blueprint for program innovation and strategic marketing for other programs throughout the College. The curriculum for the Aviation Technology program was restructured into “stackable” credentials that enable students to acquire skills and competencies for essential high-wage jobs before moving on to earn additional certifications and degrees.

Data indicates that the longer students voluntarily remain on campus to engage with fellow students and faculty, and participate in events, the more academically successful they will be. 2014 marked a sea change by restructuring the parking system from per diem to a flat rate built into the tuition and fees structure. This resulted in a reduction in the cost of parking for students and eliminates the financial disincentive for students to spend time on campus.

In another move to ease transportation for students, LCC partnered with the Capital Area Transportation Authority (CATA) to allow the College to offer transportation for students coming to and from downtown and West Campus. Semester bus passes are now available to students taking classes at West Campus at a reduced rate of $40. Students who aren’t taking classes at West Campus may purchase a semester bus pass for $50. Both passes let students ride anywhere on CATA’s fixed-routes, as often as they’d like, for an entire semester.

LCC defined the College’s core competencies by adopting the Essential Learning Outcomes of the Association of American Colleges and Universities.

A College-wide Curriculum Committee streamlined the process for development and review of courses, increasing LCC’s flexibility to respond to industry needs.

The Military Medic to Paramedic program put LCC in the national spotlight as one of just three schools providing MM2P military education and college credit. The Medical Education and Training Center at Fort Sam Houston, Texas, recently named LCC as a destination school for military medics, allowing medics to complete the transition program while still on active duty.
The number of LCC courses offered online.

The power of TRANSFORMATION

Lansing Community College is keenly attuned to streamlining our processes and policies to ensure that our procedures facilitate rather than impede student success. Our administrative units continue to evolve as we constantly test and refine cost-effective, responsible, and forward-thinking ways to manage resources and assets.

2014 Highlights

Our new Academic Policy Advisory Committee and Academic Operations Team ensures timely and substantive review of academic policies and operations college-wide.

The launch of project Win-Win through the Michigan Community College Association accelerated our ability to grant degrees and increase the College’s completion rate.

A revised enrollment policy removed registration barriers and provided advanced registration options resulting in greater access to enrollment and improved student retention from term to term.
The number of LCC students who transfer each year to universities to continue their education.

The power of OUTREACH

We recognize that learning starts long before students come to our campus. With that in mind, we introduce and tailor programs for preschool through high school that prepare students to enter LCC, complete a credential, or transfer to a university. Our ongoing outreach initiatives underscore the power of lifelong learning, as well as the critical importance of connecting with underserved communities.

2014 Highlights

We’re continuing to transform STEM into STEAM (Science, Technology, Engineering, Art and Math) by incorporating art into our campus buildings. Our objective of STEAM is to integrate arts and design into K-20 education, influence employers to hire artists and designers, and to remain tightly aligned with encouraging education in science, technology, engineering, and math.

More than 70 students graduated from LCC’s inaugural class of the Early College program—a three-year, tuition-free program with the Ingham Intermediate School District. Graduating students earn their high school diploma, up to 60 college credits, and an associate degree or technical certification.

LCC enhanced outreach to minority communities by hosting two successful events with faith-based organizations. The Historically Black Colleges and Universities and Men's Summit also drew more than 525 attendees to campus.

The President’s Advisory Council on Diversity focused on expanded recruitment of professionals with diverse backgrounds and experience; increased recruitment, retention and completion by underrepresented students; expanded outreach to diverse vendors; increased support for veterans, international students, LGBT students, and students with disabilities; and collaborated with business and community organizations on diversity training. The council also established the Centre for Engaged Inclusion and provided support to the LCC Multicultural Committee.

The power of ACCOUNTABILITY

LCC values our role as a good steward of the resources entrusted to us by our community, our stakeholders, and our students.

We’ve balanced our budget and managed our resources through relentless attention to detail, perseverance, and our continuing quest to make LCC a college like no other. And since we believe that no student should be denied an education because of cost, we’ve kept our tuition among the lowest of all 28 community colleges in Michigan.

2014 Highlights

The Government Finance Officers Association recognized LCC for the highest quality in budget preparation and financial reporting. Awards included Distinguished Budget Presentation Award and the Certificate of Achievement for Excellence in Financial Reporting.

For the 12th consecutive year, the National Purchasing Institute acknowledged LCC for excellence in innovation, professionalism, e-procurement, productivity, and leadership. LCC is one of two public entities in Michigan and one of 23 higher education institutions nationwide to receive the Annual Achievement of Excellence in Procurement Award.

The Association of Community Colleges awarded LCC with the Exemplary CEO and Board of Trustees Award in recognition of exceptional collaboration and working relations that provide effectiveness in community college governance.
The number of scholarships we awarded in 2014 to students through the LCC Foundation, based on financial need, academic excellence, or other success-oriented criteria.

The power of our FUTURE

At LCC, we believe that everyday Stars keep the community healthy, safe, connected, and moving forward.

Our new integrated marketing, branding, and engagement campaign uses the power of storytelling to show the positive impact of our students, faculty, and staff on our region. Since its launch, #starpower has resulted in nearly 400 media stories, a 15 percent increase in web traffic, and has come to signify the excellence of everything we do.

LCC’s new campus store “Phil’s” offers branded apparel, accessories and gifts, as well as the “One Lansing” apparel line. The store is named for LCC founder and first president Dr. Philip Gannon, and is located in the modernized Gannon Building.
The number of outdoor sculptures on the College’s downtown campus, each with a connection to the LCC community. Several were designed by students, others were fabricated by students and alumni.

The power of our RENAISSANCE

LCC is at a crossroads, one that leads to the remarkable. We call this our renaissance—a time when thousands of students will come here, having made us their first choice for college.

By wholeheartedly embracing Placemaking as a strategy central to our mission and purpose, we've fundamentally changed the student experience by creating exceptional learning environments that supplement curriculum and inspire students to learn and grow.

LCC aims to become – nationally – the premier community college for offering inspiring, engaging, innovative, effective teaching and learning environments. To achieve this end, LCC will launch Operation 100%, an initiative whose goal is for the College to have 100% completion for students in degree, certificate and/or transfer pathways.

“It’s critical to have a setting that makes students feel good about their school.”

— Bob Trezise, president and CEO, Lansing Economic Area Partnership
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
### 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.

Non-current assets are the College's long-term financial and plant resources. Long-term investments represent the College's holding in allowable financial instruments maturing in more than one year, such as certificates of deposit. Property 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 allocation of the costs of buildings 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 revenue for the remainder of the summer semester. Non-current liabilities represent long-term obligations, due in more than one year. 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 in-district rate of tuition of $83 per billing hour in FY 2014 remains among the most competitive in the state.

Operating Expenses

Instruction includes direct activities and activities that aid in the teaching process. Instruction expenses 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 institution-wide 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 current year allocated costs of fixed assets.

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Revenues</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>$145,665,188</td>
</tr>
<tr>
<td>2013</td>
<td>$144,396,813</td>
</tr>
<tr>
<td>2012</td>
<td>$144,747,068</td>
</tr>
<tr>
<td>2011</td>
<td>$151,282,301</td>
</tr>
<tr>
<td>2010</td>
<td>$144,396,813</td>
</tr>
</tbody>
</table>

FY 2014 Operating Expenses

- Instruction: $47,495,410
- Institutional Administration: $16,630,435
- Student Services: $17,926,228
- Public Services: $2,162,267
- Operation and Maintenance of Plant: $17,033,486
- Depreciation: $6,978,813
- Total: $130,144,375
### Revenues, Expenses and Changes in Net Position for the Years Ended June 30

#### Operating Revenues

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Operating Revenues</th>
<th>Total Operating Expenses</th>
<th>Operating Income (Loss)</th>
<th>Net Non-Operating Revenues (Expenses)</th>
<th>Total Change in Net Position</th>
<th>Net Position, Beginning of Year</th>
<th>Net Position, End of Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>$40,321,196</td>
<td>$137,287,363</td>
<td>$(96,966,167)</td>
<td>$(1,133,771,539)</td>
<td>$4,172,488</td>
<td>$126,276,165</td>
<td>$130,448,653</td>
</tr>
<tr>
<td>2011</td>
<td>$43,719,347</td>
<td>$140,808,288</td>
<td>$(97,267,492)</td>
<td>$(1,035,987,747)</td>
<td>$7,539,776</td>
<td>$130,448,653</td>
<td>$137,988,429</td>
</tr>
<tr>
<td>2012</td>
<td>$43,915,991</td>
<td>$138,427,668</td>
<td>$(94,504,311)</td>
<td>$(98,404,311)</td>
<td>$3,842,757</td>
<td>$137,988,429</td>
<td>$141,831,186</td>
</tr>
<tr>
<td>2013</td>
<td>$42,508,694</td>
<td>$132,323,425</td>
<td>$(89,814,731)</td>
<td>$(93,926,831)</td>
<td>$8,122,100</td>
<td>$141,831,186</td>
<td>$148,876,343</td>
</tr>
<tr>
<td>2014</td>
<td>$40,148,293</td>
<td>$130,144,375</td>
<td>$(89,996,082)</td>
<td>$(89,926,082)</td>
<td>$11,893,649</td>
<td>$148,876,343</td>
<td>$160,769,992</td>
</tr>
</tbody>
</table>

#### Operating Revenues


#### Operating Expenses


#### Non-Operating Revenues (Expenses)

- **Capital appropriations and gifts**: $0 (2010), $0 (2011), $0 (2012), $1,300,000 (2013), $9,416,050 (2014)

#### Non-Operating Revenues (Expenses)

Non-operating revenues include interest on debt incurred to acquire capital assets.
Enrollment: 16,911

GENDER
- Male: 46.1%
- Female: 53.2%
- Unreported/No Response: 0.7%

AGE
- 18-21: 41.6%
- 22-29: 29.1%
- 30-39: 12.5%
- 40-49: 6.6%
- 50 or over: 5.0%
- Less than 18: 5.3%

RACE
- White: 69.7%
- Black/African American: 10.7%
- Hispanic/Latino: 2.0%
- Asian: 3.9%
- Native Hawaiian: 0.3%
- Two or more races: 3.4%
- No response: 9.5%
- American Indian: 0.5%

EMPLOYEES
- Faculty: 61.0%
- Staff: 23.2%
- Students: 16.8%
Lansing Community College
Board of Trustees and President

Robert E. Proctor  
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Lawrence Hidalgo, Jr.  
Vice Chair

Judith K. Berry  
Secretary

Larry Meyer  
Treasurer

Andrew P. Abood  
Trustee

Deborah Canja  
Trustee

Robin M. Smith  
Trustee

Brent Knight, Ed.D.
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.ncahiic.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.