

# Institutional Excellence & Community Enrichment Monitoring Report

2016 – 2020  
(Cycle 22)

## ***CORE THEME IV: Institutional Excellence***

**Objective 1: Demonstrate our commitment to institutional integrity by investing in our campus, students and employees.**

**Objective 2: Uphold our reputation for high quality and contribute to the value of the community by promoting excellence in our programs, services and activities.**

June 16, 2021



## Institutional Excellence & Community Enrichment: A Combined Monitoring Report

Lower Columbia College's Key Performance Indicators were established in 1999 and have been periodically updated since that time.

**Key Performance Indicators** for the Institutional Excellence & Community Enrichment Monitoring Report include:

- Employee satisfaction and morale
- Condition of infrastructure
- External perceptions/satisfaction with LCC

Information about sustainability practices at LCC is also included in this report.

Some of the actions that have come about as a result of past reviews of the Institutional Excellence & Community Enrichment Monitoring Report include:

- The Foundation's partnership with the local newspaper, The Daily News, continued in its 6<sup>th</sup> year to raise money annually for the Student Success fund. The annual yield from TDN's "Students in Need" campaign, along with two other grants from the Biella Foundation and Weyerhaeuser Giving Fund, covers the annual disbursement to students. All other funds raised go directly to the endowment.
- The Foundation's focus on the College Success Fund is to increase overall support for the college, increase the amount of grants given to faculty and staff for creative and innovative teaching and learning projects, and to fund special equipment.
- The Foundation continues to increase efforts on cultivating planned giving which will help boost our overall endowments and support of the college.
- The Foundation tracks the completion rates of the Student Success Fund recipients. The results show that the fund is helping with completions for our students.
- The Foundation is analyzing our scholarship selection process by looking at the demographics of the students applying for and receiving our scholarships. In addition, we created a rubric for our selection committee to benchmark the scoring of the applicants, and we have hidden transcripts from view in order to help eliminate implicit bias.
- In order to meet the needs of our students in light of the pandemic, the foundation board allocated additional Student Success Funds this year.
- Due to the effects of the pandemic, the foundation implemented creative practices in donor stewardship.
- The foundation once again had a clean audit regarding the FY20 Financial Statements and Charitable Gift Annuity program.
- HR supported our staff and faculty with teleworking and resources throughout the pandemic, and implemented numerous federal and state rules, laws, and directives as a result of the state of emergency.
- Project implementation activities for LCC's new enterprise computer system, ctclink, are ongoing following our successful "go live" in March 2020. Our ctclink Alignment Team members, subject matter experts and ctclink Project Manager/Business Process Analyst continue efforts to troubleshoot problems and issues with the new system, ranging

from minor to major. In early 2021, the new Online Admissions Application and Continuing Education (Campus CE) modules were successfully implemented. A myriad of setbacks seem to occur each time a new group of colleges goes live in the system, or product upgrades occur. Although LCC is "stable" in the new system for all intents and purposes, there are a number of ongoing issues that impact customer service. We continue to advocate to the state board for corrections, enhancements and improvements.

- The Library second floor renovation was completed and the Library first floor design has been completed and advertised for contractor bids.
- Main 119 (The Founders Room) was expanded and renovated.
- The State Auditor's Office has not completed their audit of the FY20 Financial Statements. The audit was delayed due to the ctLink conversion.
- LCC submitted the Public Works Request (PWR) to the Department of Enterprise Services (DES) to begin design work for the new Vocational Building.
- The LCC Bookstore changed their point of sale system prior to fall quarter. This change allowed the bookstore to have a better web presence and allowed for some integration with our financial aid system making it much easier for students to use their financial aid funds to pay for textbooks.
- LCC Athletics had their seasons delayed until March, which created challenges as all six of our teams were on the road or at home during the same two month time period this spring. Despite those challenges, the LCC Athletics Department had a great year and showed their creativity and dedication to our student athletes as guidance was updated (sometimes at the last minute) and schedules were impacted by COVID-19 issues.
- The COVID-19 pandemic was a major focus for the year. Many hours were spent on updating plans, updating our information technology infrastructure for better remote access, and working with departments as the campus re-opened areas throughout the year.
- Continuing Education & Corporate Training started a partnership with the Cowlitz Economic Development Council & the Cowlitz-Wahkiakum Council of Governments to provide training to help local business owners & employees recover from COVID-19. Monthly workshops have been held and well attended by local business owners in our community. We will continue to offer monthly trainings each quarter (fall, winter, & spring) to meet the needs of local businesses.

**Key Performance Indicator: Employee Satisfaction and Morale**

**Table 1: Employee PACE Survey: Employee Satisfaction and Morale  
(Mission Fulfillment – Meet or Exceed Medium 2-Years)  
(Stretch Goal - Meet or Exceed All Institutions)**

Question 4: The extent to which decisions are made at the appropriate level at this institution.

	Medium 2 Year - 2020	All institutions - 2020	LCC - 2020	LCC - 2017	LCC – 2016
Mean Score	3.298***	3.302***	3.626	3.606	3.397

Question 16: The extent to which open and ethical communication is practiced at this institution.

	Medium 2 Year - 2020	All institutions - 2020	LCC - 2020	LCC - 2017	LCC – 2016
Mean Score	3.327***	3.357***	3.747	3.690	3.488

Question 25: The extent to which a spirit of cooperation exists at this institution.

	Medium 2 Year - 2020	All institutions - 2020	LCC - 2020	LCC - 2017	LCC – 2016
Mean Score	3.386***	3.407***	3.902	3.785	3.564

Question 27: My supervisor seriously considers my ideas.

	Medium 2 Year - 2020	All institutions - 2020	LCC - 2020	LCC - 2017	LCC – 2016
Mean Score	3.903***	3.878***	4.258	4.124	4.000

Question 46: The extent to which professional development and training opportunities are available.

	Medium 2 Year - 2020	All institutions - 2020	LCC - 2020	LCC - 2017	LCC – 2016
Mean Score	3.774***	3.811***	4.115	3.996	3.985

Source: National Initiative for Leadership and Institutional Effectiveness (NILIE) out of North Carolina State University.

\*\*\*statistically significant at the  $p < .001$  level

- The employee PACE Survey is administered to LCC employees every three years.
- Two hundred and thirty-one LCC employees completed the survey in 2020, compared to 239 in 2017 and 295 in 2016. Over 19,900 community college employees across the nation are included in the Medium 2 Year Comparison group (similarly sized two-year colleges across the United States), and other 64,000 employees are included in the “all institutions” category.

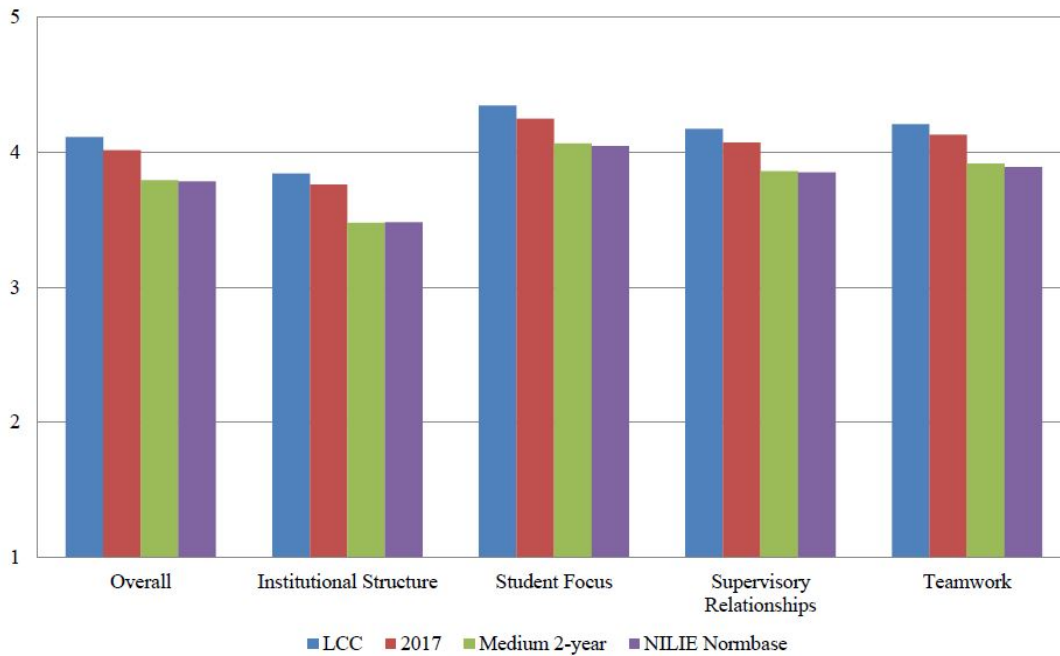
**Table 2: Employee PACE Survey Comparison by Benchmark Area  
(Mission Fulfillment – Meet or Exceed Medium 2-Years)  
(Stretch Goal - Meet or Exceed All Institutions)**

	Medium 2 Year - 2020		All institutions - 2020		LCC - 2020	LCC - 2017	LCC - 2016
	Mean	Sig	Mean	Sig	Mean	Mean	Mean
Overall	3.792	***	3.783	***	4.111	4.015	3.919
Institutional Structure	3.477	***	3.483	***	3.842	3.760	3.628
Student Focus	4.065	***	4.044	***	4.346	4.247	4.189
Supervisory Relationship	3.859	***	3.850	***	4.172	4.071	3.957
Teamwork	3.915	***	3.889	***	4.207	4.129	4.046

Source: National Initiative for Leadership and Institutional Effectiveness (NILIE) out of North Carolina State University.

\*\*\*statistically significant at the  $p < .001$  level

**Figure 1. Means by Comparison Group and Climate Factor**



Source: National Initiative for Leadership and Institutional Effectiveness (NILIE) out of North Carolina State University.

Note: NILIE Norm base = all (participating) institutions.

Figure 2 – Benchmarks by Race-Ethnicity

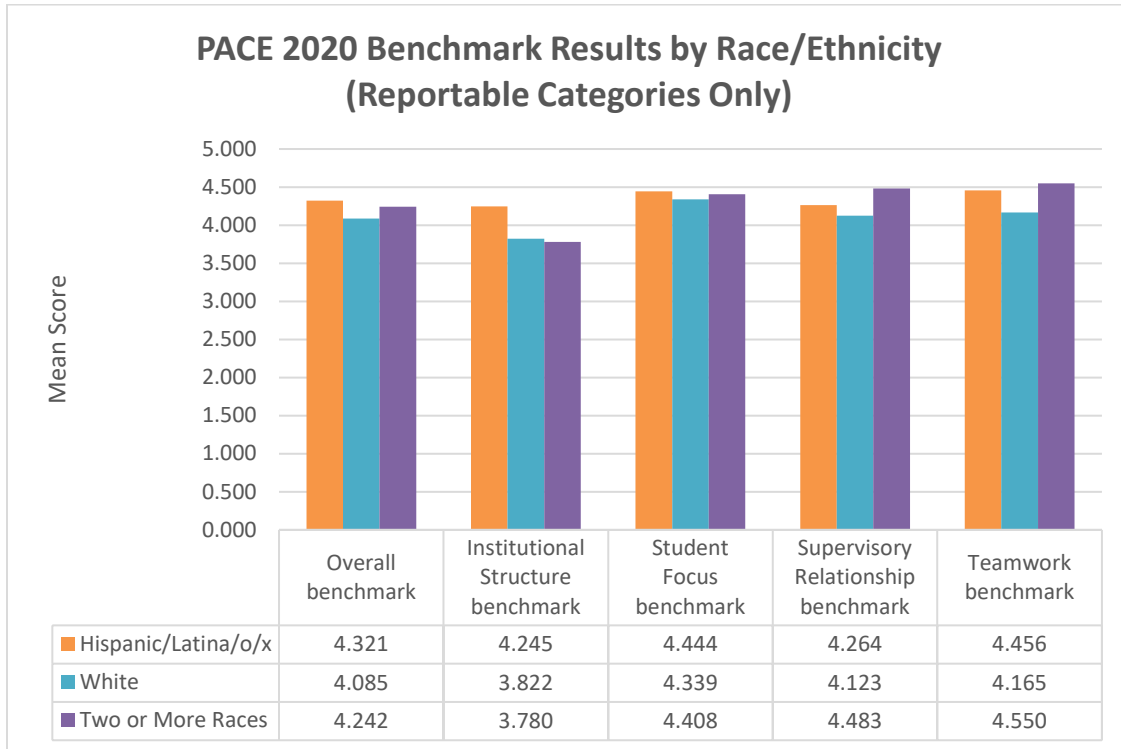
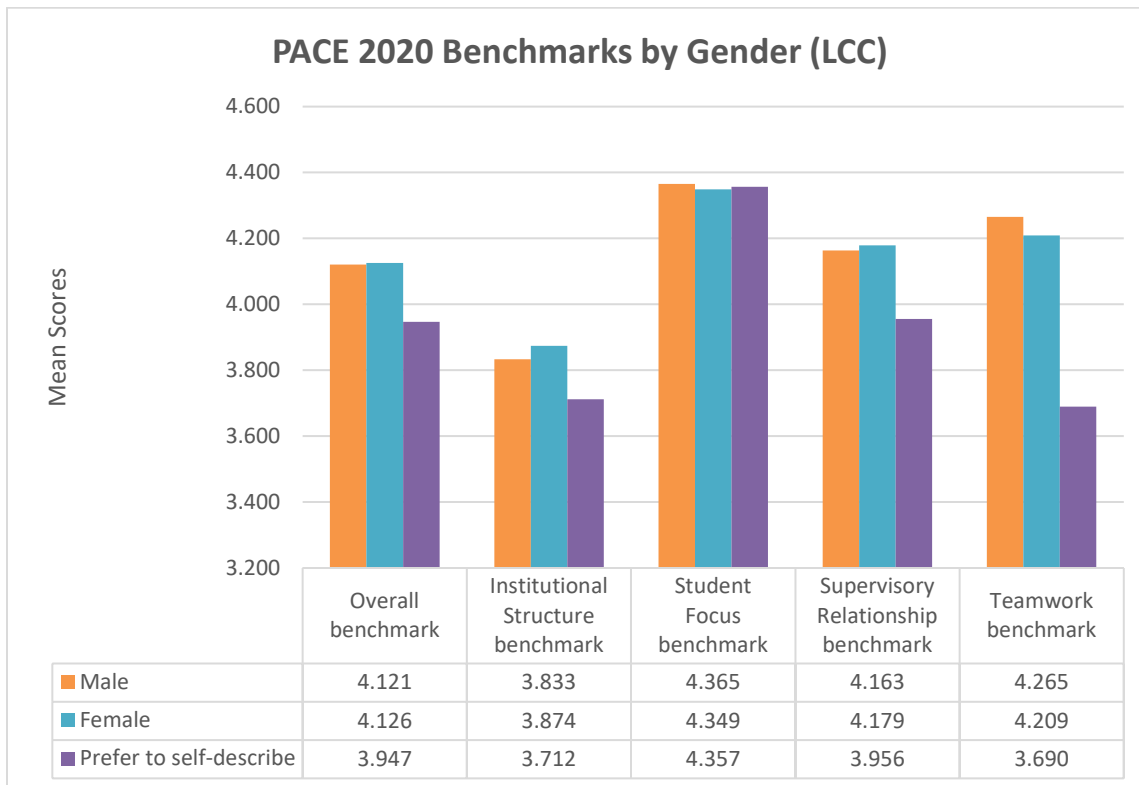


Figure 3 – Benchmarks by Gender



**Key Performance Indicator: Condition of Infrastructure**

**Table 3: Condition of Infrastructure (Physical Infrastructure)**  
**(Facilities overall: mission fulfillment = 275 or below; stretch goal = 200 or below)**  
**(Facilities by building: mission fulfillment = 70% or above, stretch goal = 100%)**

Metrics for Physical Infrastructure come from the Facilities Condition Survey, conducted once every biennium in odd years. Ratings are as follows: 146-175 superior, 176-275 adequate, 276-350 needs improvement through maintenance, 351-475 needs improvement through renovation, >475 replace or renovate. The ratings are provided by an outside contractor at the request of the State Board for Community and Technical Colleges.

	2011	2013	2015	2017	2019
<b>Facilities overall</b>	257	256	247	230	226
<b>Facilities by building: proportion of buildings receiving scores of 350 or below</b>	71%	73%	81%	86%	86%

Source: Campus Services

- LCC continues to improve the overall score by maintaining its facilities.
- Three buildings currently score over 350: International Center, Physical Science, and Science.
- Three buildings currently score Superior (range 146 to 175): Health & Science, Myklebust Gymnasium/Fitness Center, and Rose Center.
- The 2021 Facilities Condition Survey results are not yet available.

**Table 4: Condition of Infrastructure (Foundation: Assets/Financial Position)**  
**(Endowments as a proportion of net assets: mission fulfillment = 70%; stretch goal = 80%)**

The LCC Foundation’s net assets fall into two broad categories: endowed and non-endowed funds. Endowed funds are set up so that the bulk of the investment remains in place, and only interest/earnings are spent. Over time, endowed funds provide the most consistent and stable funding.

The Foundation has set the goal of raising the Foundation’s net assets to \$23 million by 2025 by focusing on growing endowment support for the Student Success Fund, Athletic Excellence Fund, College Success Fund, and through additional endowed student scholarships.

	2016	2017	2018	2019	2020
Net assets	\$13,932,339	\$15,640,606	\$15,621,438	\$18,284,823	\$19,771,132
Net assets annual growth (%)	-2.07%	12.26%	-0.12%	17.05%	8.13%
Endowments*	\$9,999,977	\$11,562,824	\$11,788,022	\$13,630,288	\$14,343,076
<b>Endowments as proportion of net assets*</b>	<b>71.78%</b>	<b>73.93%</b>	<b>75.46%</b>	<b>74.54%</b>	<b>72.55%</b>

Source: LCC Foundation. \*2014 to 2017 Endowment figures were updated from previous reports to include Pledges Receivable.

Please note: Endowments include Pledges Receivable.

**Table 5: Condition of Infrastructure (Foundation: Support to the College)**  
**(Program Support as a proportion of net assets: mission fulfillment = 4%; stretch goal = 6%)**  
**(Direct Student Support as a proportion of program support: mission fulfillment = 30%; stretch goal = 35%)**

The Lower Columbia College Foundation distributes support to the campus community each year in the form of direct program support and student scholarships. Market fluctuations and the value of net assets can fluctuate, so the indicator shows the percent of program support in relation to the value of net assets, resulting in a consistent measure over time.

The Foundation’s goal is to increase program support as a proportion of net assets through endowment growth, and to provide direct student support through scholarships and grants each year at a level equaling at least thirty percent of total program support through donor cultivation and outreach efforts.

	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Program support	\$985,108	\$939,828	\$1,237,259	\$1,157,440	\$1,058,612
<b>Program support as proportion of net assets</b>	<b>7.07%</b>	<b>6.01%</b>	<b>7.92%</b>	<b>6.33%</b>	<b>5.35%</b>
Endowed Scholarships	\$150,593	\$90,859	\$145,820	\$167,109	\$152,330
Annual Scholarships*	\$131,582	\$162,999	\$171,242	\$270,907	\$345,131
Total scholarships disbursed & Student Success Program Support	\$333,566	\$312,317	\$378,521	\$494,826	\$548,040
<b>Direct Student Support as a proportion of program support</b>	<b>33.86%</b>	<b>33.23%</b>	<b>30.59%</b>	<b>42.75%</b>	<b>51.77%</b>

Source: LCC Foundation. \*2017-2018 change in reporting: Athletic scholarships included in Annual Scholarships.



**Table 6: Condition of Infrastructure (Financial Infrastructure)**  
**(Cash & investments to operating expenditures: mission fulfillment = 25% or higher; stretch goal = 33% or higher)**

	2016	2017	2018	2019	2020
<b>Cash &amp; Investments to Operating Expenditures</b>					
Do we have sufficient cash flow and reserves to meet our operating expenditures?	38%	27%	27%	24%*	22%**

Source: Finance Office. \*2019 figure updated from previous monitoring report. \*\*2020 figure not final.

- It should be noted that as the state legislature has provided new funding over the last few biennium, those allocations have all been associated with added costs. At no point have we been able to reduce our reliance on local funding, which would increase our cash and investments. The result is that despite our cash/investments remaining steady from year to year, our operating budget increases, causing our cash and investments to operating expenditures ratio to go down.

**Key Performance Indicator: External Perceptions/Satisfaction with LCC**

**Table 7: Community Satisfaction with Core Themes**  
**(Mission Fulfillment = 90% or higher)**  
**(Stretch Goal = 95% or higher)**

From the Community Perception Survey, administered every three years. In 2017-18, the survey was administered through paid advertising on The Daily News website, the Kelso-Longview Chamber of Commerce newsletter and social media. Figures represent the proportion that responded “agree” or “strongly agree” to statements beginning with “LCC does a good job of...”

	2011-12 (n = 172)	2014-15 (n = 165)	2017-18 (n = 137)
<b>I - Workforce &amp; Economic Development</b>			
...providing students with the education and training needed to get a job or to get a better job.	94%	94%	93%
...helping employers in this community train their employees.	88%	84%	83%
<b>II – Transfer &amp; Academic Preparation</b>			
...providing students with the opportunity to obtain the first two years of a bachelor’s degree.	97%	96%	99%
...providing people in our community with the opportunity to complete high school or earn a GED.	95%	98%	95%
...providing non-native speakers in the community with the	90%	95%	95%

	2011-12 (n = 172)	2014-15 (n = 165)	2017-18 (n = 137)
opportunity to learn English as a Second Language.			
...providing educational opportunities for students who are not yet ready to take college level courses.	97%	94%	94%
<b>III – Access, Support &amp; Completion</b>			
...making college accessible to the community by offering a wide variety of programs and services that are open to everyone.	96%	99%	96%
...making college accessible to the community by offering classes in convenient locations.	99%	99%	96%
...making college accessible to the community by offering a variety of online classes.	90%	99%	94%
...making college accessible to the community by keeping tuition costs low compared to four-year institutions.	96%	93%	96%
...providing people in the community with the opportunity to graduate with a certificate or degree.	98%	98%	98%
<b>IV – Institutional Excellence</b>			
...consistently providing high quality programs and services.	96%	97%	95%
...enriching the community with cultural events and opportunities.	NA	95%	94%
...enriching the community with athletic events and opportunities.	NA	96%	99%

- One question, related to helping employers in the community train their employees, fell below mission fulfillment in the 2017-18 survey administration.
- The 2020-21 survey is scheduled to be administered in summer 2021.

## Comments from the Internal Review Team

Members include: Kendra Sprague & Nolan Wheeler, co-chairs; Jason Arrowsmith, Hiedi Bauer, Marie Boisvert, Amy Boultinghouse, Robert Cochran, Shani Dennick, Alex Emerson, Serina Graham, Jeanne Hamer, Richard Hamilton, Mary Leach, Nadine Lemmons, Brandon Ray, Natalie Richie, Leah Sanchez, Janel Skreen.

### **1) Based on the data in this report, what are LCC's strengths in exemplifying institutional excellence and community enrichment?**

- Although not directly reflected in the data in this report, LCC's support of students during the pandemic is notable. LCC's use of CARES Act and other funds has helped many struggling students stay in school.
- Employee satisfaction and morale as measured in the PACE survey is very strong, and our results continue to improve. This is a reflection of the support employees show one another, and our common goal of serving students.
- The Foundation's fundraising, use of data, and external partnerships are all strengths. The Foundation's fund balances are approaching those of the college, and have shown incredible growth over the past five years.
- LCC's facilities are in really good condition, and the Library renovations will further improve our scores. All buildings that are over 350 (indicating that improvements are needed) are slated to be demolished as part of the new vocational building project.
- Community satisfaction with students' transfer and academic preparation is strong, as is their perception of student access, support and completion.

### **2) Based on the data in this report, what are LCC's weaknesses in exemplifying institutional excellence and community enrichment?**

- ctLink and its implementation continues to be both a weakness and an opportunity. In addition to the challenges noted in the 'action plans' portion of this report, the need to use both ctLink and Navigate for tasks such as advising make these processes more difficult and complicated. However, the ctLink system provides an opportunity for more streamlined and modern functions.

### **3) Based on the data in this report, what are LCC's opportunities for exemplifying institutional excellence and community enrichment?**

- We have an opportunity to be more of a presence in the community in regard to workforce education and training for incumbent workers.
- ctLink has facilitated teleworking during the pandemic, which would have been even more challenging had we not converted when we did. ctLink is a powerful system with untapped potential. The more we learn, the more we will be able to do. The same is true for Navigate.
- During the pandemic, we pivoted to providing more services through Zoom and other technology channels. As the pandemic winds down, we have an opportunity to think strategically about how to permanently enhance our service delivery, such as through using technology to connect with students in the evenings or on weekends.

- The new vocational building creates an opportunity to enhance our educational opportunities and engage with a range of industry partners regarding the needs of the programs that will be housed there. Success of the Foundation and growth in assets also creates an opportunity to ensure that the building is appropriately equipped.
- Although we have already greatly enhanced our use of things like virtual labs and desktops, we have an opportunity to continue to expand our use of technology tools to support students and employees.

**4) Based on the data in this report, what are LCC's threats for exemplifying institutional excellence and community enrichment?**

- The biggest current threat to institutional excellence and community enrichment is the ongoing pandemic.
  - Although we have done a great deal with remote access, we shouldn't lose sight of the fact that a lot of people in our service district don't have a device or reliable Internet at home. We need to make sure we are open so we don't leave anyone behind. We need to serve the roughly 18% of our student population that we lost during the pandemic, and provide indoor spaces for our students so they don't have to sit in the parking lot to access the Internet.
  - Our ability to host cultural events for the community has been greatly impacted by the pandemic.
  - Given social distancing requirements, the size of our classrooms has been very restrictive. We need bigger and more flexible instructional spaces to accommodate a variety of circumstances.
  - In spite of all the challenges, it should be noted that LCC has done a good job of working together through "this entire mess," including collaborating in ways that other colleges have not. Examples include engaging nursing students with COVID testing, health monitoring, and vaccine clinics.

Board Plus/Delta

“What is good about this report and what would you like to see changed?”

+	Δ