

Institutional Excellence  
& Community Enrichment  
Monitoring Report

2018 – 2022  
(Cycle 24)

***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 21, 2023



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

Lower Columbia College's Key Performance Indicators were initially established in 1999. The framework is reviewed and updated annually (as needed) in order to align with the Northwest Commission on Colleges and Universities standards and eligibility requirements, as well as local, state and national initiatives.

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

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

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 7<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 underwent a capital campaign feasibility study and launched a \$10 million comprehensive capital campaign to help support the future needs of the college including – state-of-the-art equipment for our new Vocational Building, athletic facility improvements, and student support.
- The Foundation's recent focus on the College Success Fund has helped increase the overall support for the college and provides the flexibility we need to support the college's greatest needs.
- The Foundation continues to increase efforts on cultivating planned giving which helps boost our overall endowments and long-term growth of the foundation 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 who are most at-risk.
- The Foundation continues its efforts to increase the equity of our scholarship process with the implementation of a scoring rubric and analyzing the demographic data of our applicants and awardees. In addition, we are implementing a second scholarship application window in the fall. This will help reach more students who enroll at LCC at different times of the year.
- The Foundation once again had a clean audit regarding the FY22 Financial Statements.

- HR implemented a “Search Advocate” program, a scoring matrix, and other tools to ensure our hiring practices are as equitable and inclusive as possible.
- Our “Red Devil Wellness” program encourages employee wellbeing in many ways and helps with employee engagement and satisfaction.
- Continuing Education and Corporate Training has continued its partnership with the Cowlitz-Wahkiakum Council of Governments to provide training to help local business owners and employees learn the skills needed to run effective business operations.
- The Library renovation was completed.
- Exterior work on the Administration Building is nearly completed.
- Design work for the new Vocational Building (CVTS) was halted and will pick back up prior to next biennium.
- The State Auditor’s Office has not completed their audit of the FY22 Financial Statements. The FY21 Financial Statements audit was opinion free.
- LCC Food Services have made changes over the year to become financially sustainable. New equipment was purchased, the menu was scaled back, and we are better utilizing our point of sale system.
- The LCC Bookstore continues to improve their web presence and further expand integration with our financial aid system making it much easier for students to use their financial aid funds to pay for textbooks.
- Bank Mobile was implemented as our Financial Aid refund disbursement system. Through Bank Mobile, students can elect to have their financial aid/scholarship refund check deposited directly to their bank account.
- LCC Athletics had a great year! Four of our six teams were 1<sup>st</sup> place in their respective regions. LCC hosted a very successful NWAC Baseball Championship Tournament over Memorial Day Weekend and ended up as tournament champions!

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

**Table 1: Employee PACE Survey: Employee Satisfaction and Morale**  
**(Mission Fulfillment – Meet or Exceed Similar Colleges)**  
**(Stretch Goal - Meet or Exceed All Colleges)**

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

	Similar Colleges - 2023	All Colleges – 2023	LCC - 2023	LCC - 2020	LCC - 2017	LCC – 2016
Mean Score	3.450	3.356	3.602	3.626	3.606	3.397

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

	Similar Colleges - 2023	All Colleges – 2023	LCC - 2023	LCC - 2020	LCC - 2017	LCC – 2016
Mean Score	3.512	3.430	3.706	3.747	3.690	3.488

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

	Similar Colleges - 2023	All Colleges – 2023	LCC - 2023	LCC - 2020	LCC - 2017	LCC – 2016
Mean Score	3.583	3.495	3.852	3.902	3.785	3.564

Question 27: My supervisor seriously considers my ideas.

	Similar Colleges - 2023	All Colleges – 2023	LCC - 2023	LCC - 2020	LCC - 2017	LCC – 2016
Mean Score	3.989	3.946	4.110	4.258	4.124	4.000

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

	Similar Colleges - 2023	All Colleges - 2023	LCC- 2023	LCC - 2020	LCC - 2017	LCC – 2016
Mean Score	3.911	3.889	4.117	4.115	3.996	3.985

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

- The employee PACE Survey is administered to LCC employees every three years.
- Administered in October 2022, 191 LCC employees completed the survey.

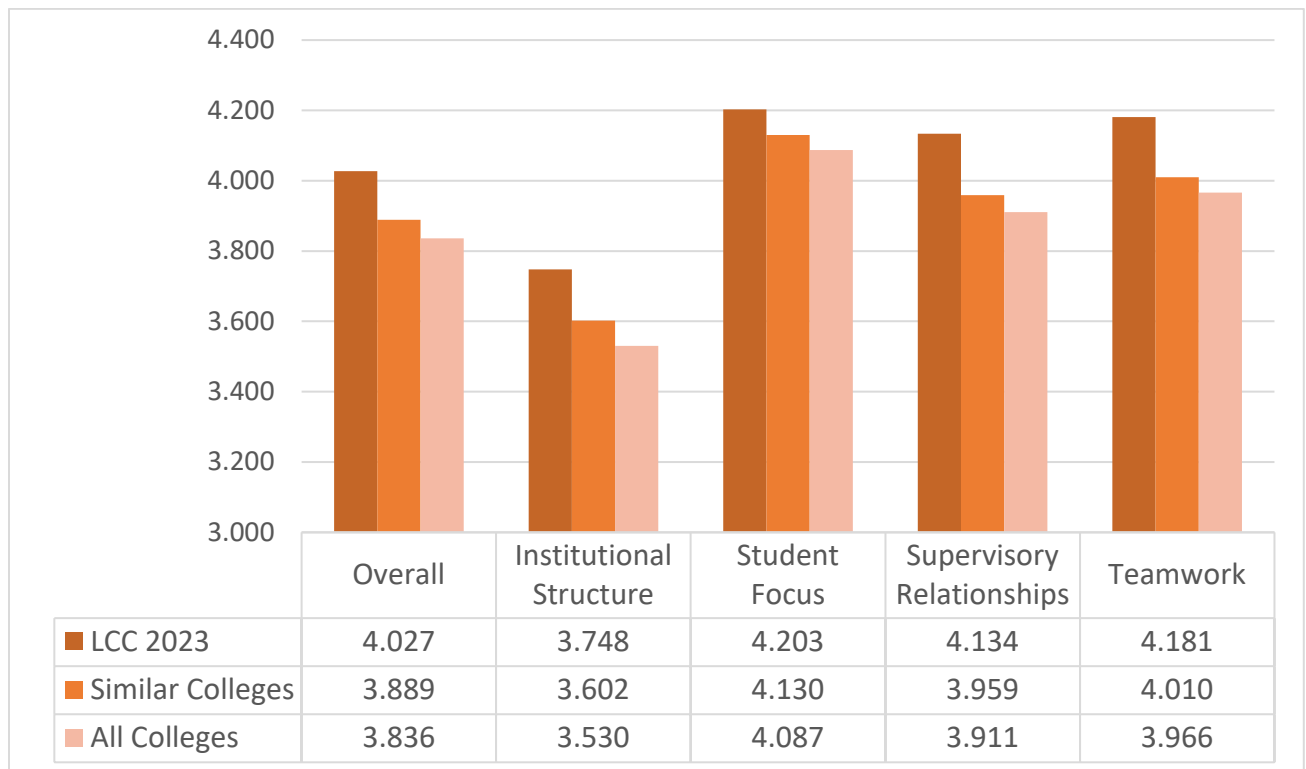
**Table 2: Employee PACE Survey Comparison by Benchmark Area  
(Mission Fulfillment – Meet or Exceed Similar Colleges)  
(Stretch Goal - Meet or Exceed All Colleges)**

	Similar Colleges - 2023		All Colleges - 2023		LCC - 2023	LCC - 2020	LCC - 2017	LCC - 2016
	Mean	Sig	Mean	Sig	Mean	Mean	Mean	Mean
Overall	3.889	*	3.836	*	4.027	4.111	4.015	3.919
Institutional Structure	3.602	*	3.530	*	3.748	3.842	3.760	3.628
Student Focus	4.130		4.087	*	4.203	4.346	4.247	4.189
Supervisory Relationship	3.959	*	3.911	*	4.134	4.172	4.071	3.957
Teamwork	4.010	*	3.966	*	4.181	4.207	4.129	4.046

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

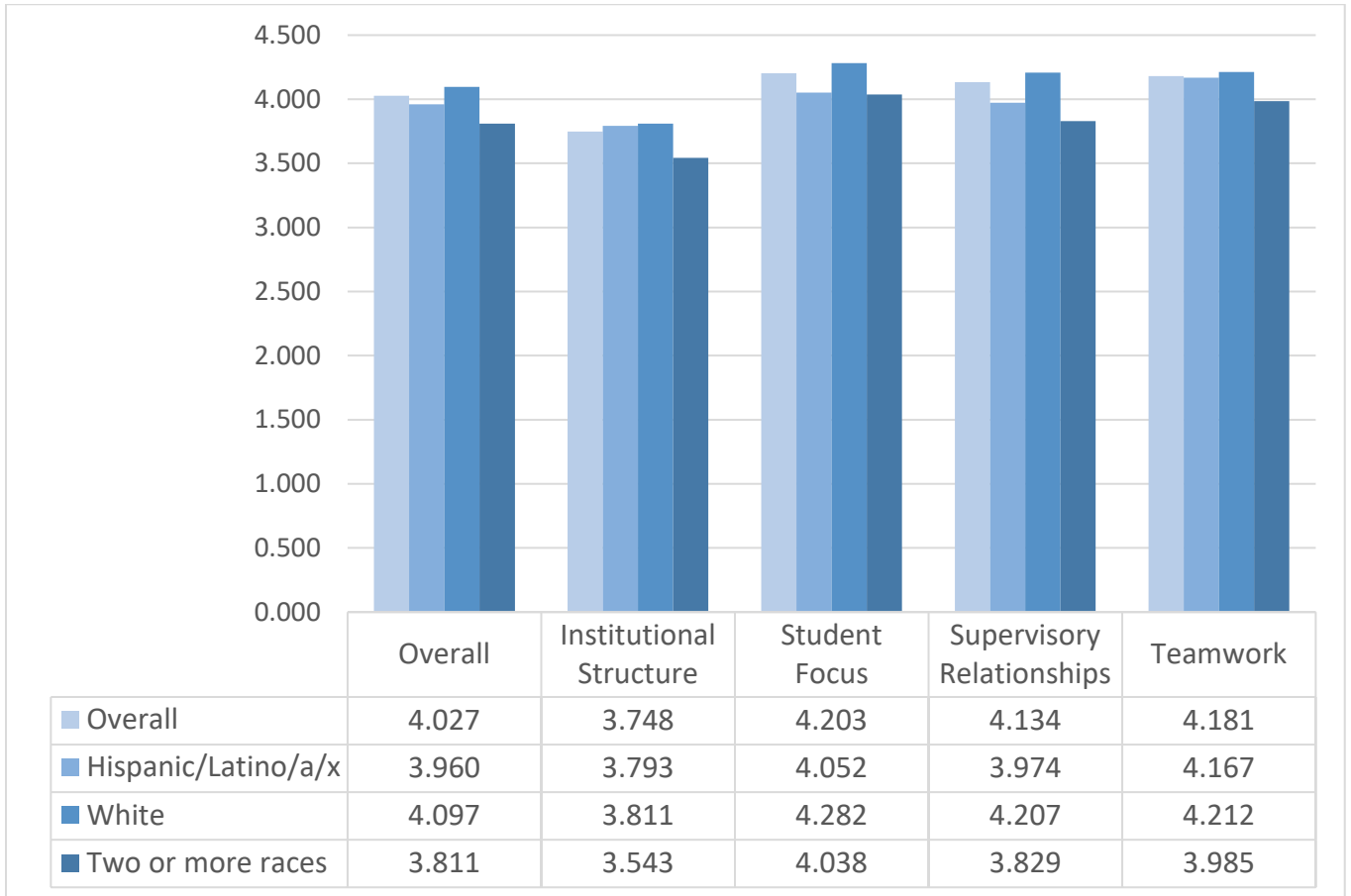
\* statistically significant (meaning that the difference in scores is not due to chance alone)

**Figure 3: LCC Benchmark Mean Scores (External Comparison)**



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

**Figure 4: LCC Benchmark Mean Scores by Race-Ethnicity (Reportable Categories Only)**



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

**Key Performance Indicator: Condition of Infrastructure**

**Table 5: 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.

	2013	2015	2017	2019	2021
<b>Facilities overall</b>	256	247	230	226	258
<b>Facilities by building:</b> proportion of buildings receiving scores of 350 or below	73%	81%	86%	86%	86%

Source: Campus Services.

- LCC continues to improve the overall score by maintaining its facilities.
- Four buildings currently score over 350: International Center (score 505), Physical Science (score 382), Science (score 476) and Vocational (score 352).
- Three buildings currently score Superior (range 146 to 175): Health & Science, Myklebust Gymnasium/Fitness Center, and Rose Center.
- Note: 2023 data not yet available.

**Table 6: 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.

	2018	2019	2020	2021	2022
Net assets	\$15,621,438	\$18,284,823	\$19,771,132	\$24,702,757	\$22,400,145
Net assets annual growth (%)	-0.12%	17.05%	8.13%	24.94%*	-9.32%
Endowments	\$11,788,022	\$13,630,288	\$14,343,076	\$18,541,666	\$16,429,294
<b>Endowments as proportion of net assets*</b>	<b>75.46%</b>	<b>74.54%</b>	<b>72.55%</b>	<b>75.06%</b>	<b>73.34%</b>

Source: LCC Foundation. \*Figure updated from previous monitoring report.

Please note: Endowments include Pledges Receivable.

**Table 7: 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.

	2018	2019	2020	2021	2022
Program support	\$1,237,259	\$1,157,440	\$1,058,612	\$936,044	\$1,066,159
<b>Program support as proportion of net assets</b>	<b>7.92%</b>	<b>6.33%</b>	<b>5.35%</b>	<b>3.79%</b>	<b>4.76%</b>
Endowed Scholarships	\$145,820	\$167,109	\$152,330	\$153,530	\$204,759
Annual Scholarships*	\$171,242	\$270,907	\$345,131	\$263,432	\$289,650
Total scholarships disbursed & Student Success Program Support	\$378,521	\$494,826	\$548,040	\$494,790	\$551,768
<b>Direct Student Support as a proportion of program support</b>	<b>30.59%</b>	<b>42.75%</b>	<b>51.77%</b>	<b>52.86%</b>	<b>51.75%</b>

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

**Table 8: Condition of Infrastructure (Financial Infrastructure)**  
**(Cash & investments to operating expenditures: mission fulfillment = 25% or higher; stretch goal = 33% or higher)**

	2018	2019	2020	2021	2022
<b>Cash &amp; Investments to Operating Expenditures</b>					
Do we have sufficient cash flow and reserves to meet our operating expenditures?	27%	24%	24%	34%	45%

Source: Finance Office.

- For fiscal year 2022, the State Board adjusted the overall debt to exclude Certificate of Participation (COPs) for capital projects where the debt service is paid via the Building Fee. This has impacted LCC’s ratio.



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

**Table 9: Community Satisfaction with Core Themes**  
**(Mission Fulfillment = 90% or higher)**  
**(Stretch Goal = 95% or higher)**

The Community Perception Survey is administered every three years through paid advertising via The Daily News, the Kelso-Longview Chamber of Commerce newsletter, social media, etc. 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)	2020-21 (n = 125)
<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%	98%
...helping employers in this community train their employees.	88%	84%	83%	90%
<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%	97%
...providing people in our community with the opportunity to complete high school or earn a GED.	95%	98%	95%	99%
...providing non-native speakers in the community with the opportunity to learn English as a Second Language.	90%	95%	95%	96%
...providing educational opportunities for students who are not yet ready to take college level courses.	97%	94%	94%	98%
<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%	99%
...making college accessible to the community by offering classes in convenient locations.	90%*	99%	94%*	99%
...making college accessible to the community by offering a variety of online classes.	89%*	95%*	96%*	99%
...making college accessible to the community by keeping tuition costs low compared to four-year institutions.	96%	93%	96%	96%
...providing people in the community with the opportunity to graduate with a certificate or degree.	98%	98%	98%	98%
<b>IV – Institutional Excellence</b>				
...consistently providing high quality programs and services.	96%	97%	95%	96%
...enriching the community with cultural events and opportunities.	NA	95%	94%	94%
...enriching the community with athletic events and opportunities.	NA	96%	99%	95%

\*Rates updated from previous reports due to data entry error.

## Key Performance Indicator: Employee Demographics

**Table 10: Employee Demographics**  
**(Mission Fulfillment = within 2% of community demographics for each group)**  
**(Stretch Goal = within 1% of community demographics for each group)**

<b>LCC Employees (All Faculty &amp; Staff)</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
Female	69%	69%	71%	70%	^^
Male	31%	31%	29%	30%	^^
American Indian or Alaska Native	*	*	*	1%	^^
Asian	*	*	*	2%	^^
Black or African American	*	*	*	1%	^^
Hispanic or Latino	*	*	*	4%	^^
Native Hawaiian or Other Pacific Islander	*	*	*	0%	^^
Two or More Races	*	*	*	5%	^^
Other Race	*	*	*	1%	^^
White	*	*	*	85%	^^
Race/Ethnicity Not Reported	*	*	*	2%	^^
<b>Community (Cowlitz County)</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Female	50.4%	50.8%	50.5%	50.3%	50.0%
Male	49.6%	49.2%	49.5%	49.7%	50.0%
American Indian or Alaska Native alone	0.8%	1.4%	0.6%	^	0.9%
Asian alone	1.3%	1.3%	1.3%	^	1.3%
Black or African American alone	1.1%	0.7%	0.6%	^	0.2%
Hispanic or Latino	9.0%	9.2%	9.3%	^	9.9%
Native Hawaiian or Other Pacific Islander alone	0.4%	0.3%	0.2%	^	0.2%
Two or More Races	3.7%	3.9%	4.7%	^	6.0%
Some Other Race	0.0%	0.5%	0.0%	^	0.8%
White alone, not Hispanic or Latino	83.7%	82.9%	83.2%	^	80.6%
<b>LCC Students (All Students)</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
Female	65%	67%	68%	70%	70%
Male	35%	33%	32%	30%	30%
American Indian or Alaska Native	2%	1%	1%	1%	1.0%
Asian**	4%	3%	3%	3%	3.1%
Black or African American	2%	2%	2%	2%	2.1%
Hispanic or Latino	13%	15%	13%	13%	15.1%
Native Hawaiian or Other Pacific Islander**	**	<1%	<1%	<1%	0.4%
Two or More Races / Other Race	6%	6%	6%	6%	6.1%
White	75%	73%	74%	74%	72.3%

Employee data source: [State Board Faculty & Staff Data Dashboard](https://www.sbctc.edu/colleges-staff/research/data-public/faculty-and-staff-data-dashboard.aspx) located at <https://www.sbctc.edu/colleges-staff/research/data-public/faculty-and-staff-data-dashboard.aspx>. Student data source: LCC Fact Book. Community data source: [Census.gov ACS 1-Year Estimate Data Profiles](https://data.census.gov/cedsci/table?q=cowlitz%20county&tid=ACSDP1Y2019.DP05) located at <https://data.census.gov/cedsci/table?q=cowlitz%20county&tid=ACSDP1Y2019.DP05>. \*Data not available. \*\*Prior to 2018-19, Asian and Native Hawaiian or Other Pacific Islander were reported together by the State Board for Community & Technical Colleges. ^2020 Census race/ethnicity data is not available. Note: For community demographics, Hispanic or Latino are not included in any other race category percentages; they're all "not Hispanic or Latino." ^^SBCTC data source does not have 2021-22 staff/faculty data available yet.

## Comments from the Internal Review Team

Members include: Kendra Sprague & Nolan Wheeler, co-chairs; Jason Arrowsmith, Joanna Asplund, Hiedi Bauer, Sydney Benson, Amy Boultinghouse, Robert Cochran, Veronica De Jesus, Alex Emerson, Jeanne Hamer, Richard Hamilton, Mary Leach, Nadine Lemmons, Alyssa Milano-Hightower, Brandon Ray, Natalie Richie, Janel Skreen, Terry Smith.

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

- Community perceptions of LCC in all areas are steady or trending up.
- Our Foundation assets and support for students, including scholarships, are very strong. The increase in Foundation support for students has been amazing.
- Employee satisfaction exceeds that of other institutions across the board. This is particularly notable given that the survey was administered during a period of change and uncertainty as we were transitioning out of the pandemic. The comparative data shows that we are maintaining a higher level of cooperation and professional development, and are overall happier at our jobs, than employees at other colleges.
- When you look at cash and investments compared to operating expenses, we came out of the pandemic financially stronger than before due to use of federal funding to backfill our losses.
- Corporate and Continuing Education has developed new opportunities that are increasing revenue and better serving the community than in previous years.
- Although we have a relatively small crew responsible for maintaining the grounds at LCC, the campus looks amazing.
- The upgrade to the exterior of the Administration Building is a strength due to its high level of visibility in the community.
- The Athletic Department is on track to set a new record for overall academic success for student athletes, while simultaneously winning championships.

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

- Although we are still higher than comparison college groups, our PACE survey scores fell between 2020 and 2023 in all benchmark areas and most individual questions. This may be at least partially related to the pandemic and rapid technological change on campus due to the implementation of ctclink and Navigate.
- In terms of employee demographics, we are weak in racial diversity. This is especially true for Hispanic/Latino representation, which does not reflect the service district or student population. *It should be noted that employee demographic data is substantially lagging due to the State Board for Community and Technical Colleges.*

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

- The Foundation's Capital Campaign provides an opportunity to engage with community partners, other Foundations for grants, and private donors. We also have an opportunity to partner with the City of Kelso and Longview School District regarding athletic facilities.
- Upgrading our facilities is an ongoing opportunity in order to continue to boost the "eye appeal" of the campus, an important aspect of recruitment for both students and employees.
- Although we weren't funded in the 2022-23 legislative cycle, we are now at or near the top of the capital list for our new Vocational Building.
- Increasing recruitment efforts for male employees and students is an opportunity.
- With the transition out of the pandemic, we have an opportunity to increase lines of communication between divisions and engage in critical conversations to improve operations for our students and employees.
- We should continue to expand our Corporate and Continuing Education services to local employers.

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

- Our relatively low proportion of male employees may be influencing lower enrollment of male students.
- The lingering reluctance of some people to be around others may be holding us back from fully reestablishing our sense of community following the pandemic.
- Our budget will be negatively impacted if we don't see future enrollment increases.
- Market volatility affects Foundation assets and how much we're able to disperse to students.
- State funding is an ongoing threat.
- Managing and meeting employee expectations is more challenging in the post-pandemic environment.

**Board Plus/Delta**

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

+	Δ