LAKE MICHIGAN®
COLLEGE

FY 2028-2032 5-Yr Capital Plan

I. Mission Statement

Together we empower people and communities to thrive through education, innovation, and experiences.

Goals

Academic Excellence	Student Success	Employee Engagement	Community Impact
Together we provide an educational experience that prepares all students to excel academically and to meet the talent demands of the community.	*Together we create holistic support, so all our students are equipped to reach their goals in a caring environment.*	*Together we build a culture of trust, collaboration, and mutual respect across our college community.*	*Together we propel positive change in our community by nurturing relationships, promoting connectivity, and driving civic engagement through our programs, services, and experiences.*

In 2022/23 Strategic Planning work redefined the LMC strategic pillars – Academic Excellence, Student Success, Employee Experience, and Community Impact - and their associated goals. Through committee work measurable objectives using the SMART approach (Specific, Measurable, Achievable, Relevant, Time-bound) were formulated for each goal. More information is available on the public website regarding the comprehensive Strategic Plan. In 2025, LMC further refined its strategic pillars and guiding principles to more accurately reflect the institution's evolving direction and priorities.

Our guiding principles:

Accountability: We hold ourselves accountable to our students, communities, professional standards, and each other.

Culture: We ensure our actions address the whole person through respectful and responsible service.

Respect: We foster a respectful environment by thoughtfully engaging a wide range of perspectives and experiences**.**

Integrity: We conduct ourselves with integrity in all matters.

Quality: We provide the highest quality education and experiences possible.

Service: We strive to meet the needs of our students, employees, and communities.

Lake Michigan College is a two-year, accredited, nonprofit community college in southwest Michigan. Locations:

A. *BENTON HARBOR CAMPUS*

   Situated on former farmland in Benton Township between U.S. Route 31 and I-94, the Benton Harbor Campus on Napier Avenue was completed in 1976. Since then, the campus has grown to include several key facilities: the original academic building was joined by the Mendel Center for the Performing Arts, the Hanson Technology Center, the Todd Center, the Welch Center, and Beckwith Residence Hall.

B. *BERTRAND INNOVATION CENTER (Formally the Niles Campus)*

   The Bertrand Innovation Center is located just off U.S. Route 31 in the Bertrand Crossing Industrial Park. The Center serves residents of South Berrien County including Niles, Buchanan and New Buffalo, Cass County and Northern Indiana. In collaboration with the Berrien Regional Educational Service Agency (Berrien RESA), there are several Lake Michigan College degrees, certificates, and short-term training programs.

C. *SOUTH HAVEN CAMPUS*

   Lake Michigan College's South Haven Campus provides local higher education opportunities to city residents at in-district tuition rates. The campus on Veterans Boulevard is also conveniently located for other residents of Van Buren County.

D. *ALLEGAN TECH CENTER*

   The Allegan Tech Center hosts several Lake Michigan College degree, certificate, and short-term training programs.

Programs and Support for All Learners:

Lake Michigan College offers over over 75 different academic programs, including career education, transfer programs, part-time and full-time options, and online learning.

Even before students graduate from high school, LMC has partnered with local school systems to offer college-level coursework to qualified students. With Early College,

students earn both high school and college credit for courses, saving families thousands of dollars in college tuition.

The federally funded TRIO Upward Bound program provides critical academic support and college preparation services to high school students from disadvantaged backgrounds, particularly those from low-income households and families in which neither parent holds a bachelor's degree. The program is designed to increase students' opportunities for academic success and post-secondary education by offering academic advising, tutoring, college and career exploration, financial aid guidance, and enrichment activities. Through these comprehensive services, Upward Bound helps students develop the skills, confidence, and resources necessary to successfully complete high school, enroll in postsecondary education, and achieve their educational goals.

II. Instructional Programming

A. Description of existing academic programs and projected programming changes during the next 5 years, in so far as academic programs are affected by specific structural considerations (i.e., laboratories, classrooms, current and future distance learning initiatives, etc.)

The College offers 57 programs of study at the associate degree level and 35 certificate programs. Please see the appendix for additional information: **Registrar's Official Program Major Listing.**

Existing Academic Programs

The College's credit academic programs are organized under three instructional divisions (Arts and Sciences Education, Career and Workforce Education, and Health Sciences Education) that serve campuses in Benton Harbor and South Haven, as well as the Bertrand Innovation Center (BIC) in Niles. The South Haven campus is approximately a half hour drive from the Benton Harbor Campus and serves the northern portion of LMC's district.

The Arts and Sciences Division consists of five departments:

- Mathematics
- Natural and Exercise Sciences English, Communication, and World Languages
- Social Sciences, Philosophy, and Education
- Creative Arts and Humanities

The Career and Workforce Education Division is comprised of three departments:

- Advanced Manufacturing
- Business, Computer Information Systems, Criminal Justice, Esports, and Graphic Design
- Agriculture, Wine and Viticulture Technology, and Culinary

The Health Sciences Division is comprised of six departments:

- Allied Health
    - Certified Nurse Aide (CNA)
    - Medical Assisting
    - Pharmacy Technician

    - Phlebotomy Technician
- Nursing
- Physical Therapist Assistant (PTA)
- Radiologic Technology
- Diagnostic Medical Sonography
- Cardiac Sonography

The College continues to expand distance learning through enhanced online and hybrid course offerings supported by Canvas LMS and upgraded classroom technology. Recent investments in virtual labs, video conferencing, and simulation equipment allow for flexible learning in health sciences, career education, and general education courses. Plans include expanding synchronous instruction between campuses and integrating virtual and augmented learning platforms.

Projected Programming Needs for Next 5 Years

The need for new programs and academic support services is identified in a variety of ways. In addition to labor market analyses and environmental scanning conducted during the College's regular strategic planning activities, advisory committees routinely assist the College in identifying regional employment needs and trends. Academic Deans and Faculty also play a key role in proposing new programming by staying abreast of developments in their fields of expertise, helping to ensure that students are prepared for employment and transfer opportunities.

Emerging and Projected Programming

The following academic and support programs are emerging, proposed, or expected to undergo feasibility studies within the next five years at LMC:

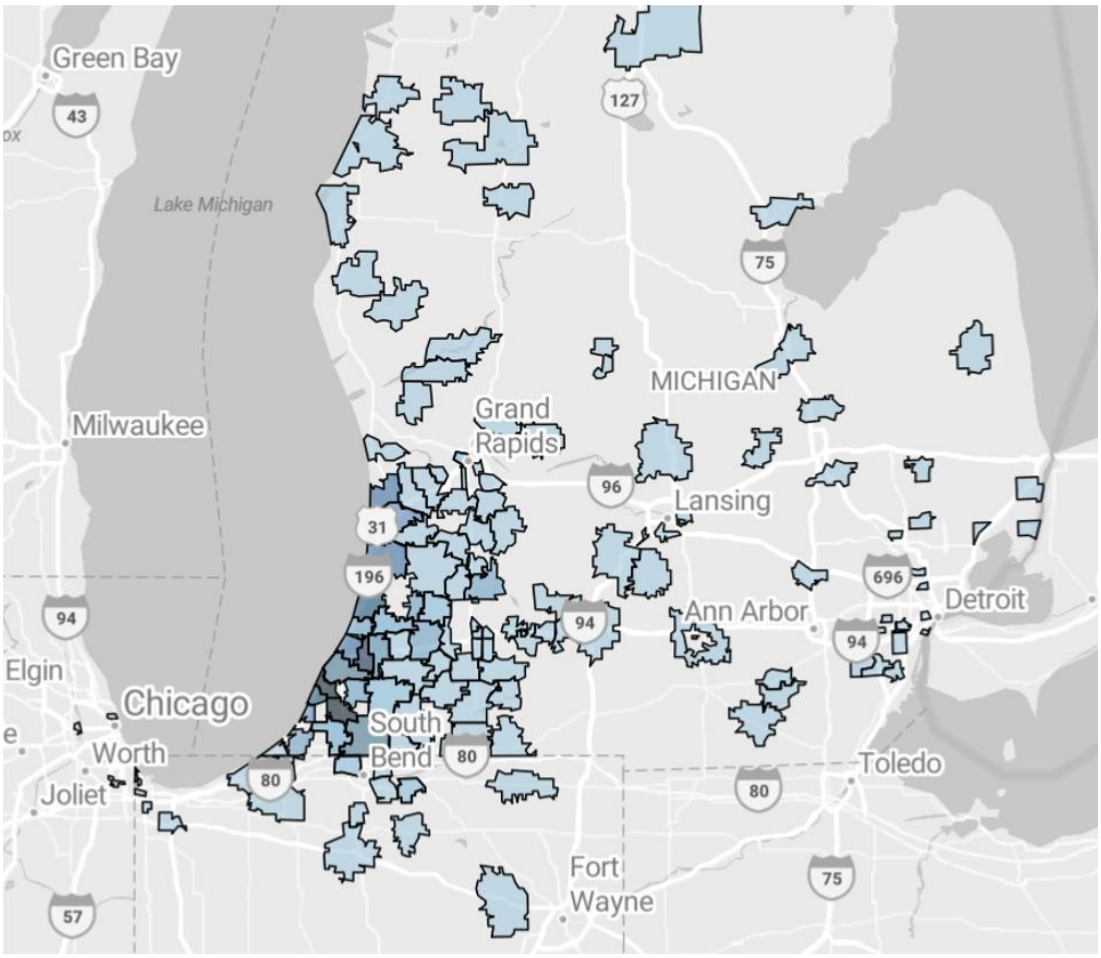
Academic Program	Requires Structural Needs	Distance Learning Component Included
Drone Piloting	X	
Music Technology	X	X
Public Health	X	X
Supply Chain Management		X
AI	X	X
Project Management	X	X
Virtual and Augmented Learning	X	X
Special Education	X	X
Mass Communication	X	X
Social Work	X	X

B. Unique characteristics of each institution's academic mission for Community Colleges: 2-yr degree and certificated technical/vocational training, workforce development activities, adult education focus, continuing or lifelong educational programming, partnerships with intermediate school district(s), community activities; geographic service delivery area(s), articulation agreements or partnerships with four-year institutions, etc.

- The College district consists of Berrien County and contiguous Covert Township and South Haven in neighboring Van Buren County. Located in the southwest corner of the State, Berrien County has a population of 154,316 and a workforce of 77,091 (Berriencounty.org and Michigan Labor Market Information, milmi.org). The three largest cities include Benton Harbor, Niles, and St. Joseph.
- Lake Michigan College's primary educational sites include the Benton Harbor Campus and a branch campus in South Haven. Plans are being implemented to offer unique programming in South Haven to better meet the needs of those regions. South Haven is staffed with an Associate Dean of the South Haven Campus and select Academic Programs, as well as student services personnel. Both sites provide convenient access to higher education with a wide variety of programming options.
- Lake Michigan College donated the former Niles Campus building to the Berrien Regional Educational Service Agency (Berrien RESA). The newly branded Bertrand Innovation Center continues to house LMC classes in the area, and the College and Berrien RESA have formed the Berrien Talent Collaborative with the Greater

Niles Chamber of Commerce and Southwest Michigan Regional Chamber of Commerce to facilitate technical training along with pre-apprenticeship and apprenticeship programming. This unique partnership will help build talent supply chains for employers in Southwest Michigan.

- In addition, the College offers programming to serve Allegan County, at their request. Through the Allegan County Area Technical & Education Center, LMC delivers high quality, career-focused programming through its Early Middle College program. Allegan County signed a formal agreement with LMC in 2013 that acknowledges this ongoing relationship and the benefits it provides for its rural communities. The Allegan agreement also provides for adult credit classes supported by advising and other student services provided by the South Haven Campus.
- LMC operates a robust and well-established Early College program, which accounts for 37% of headcount, 20% of billable hours (1,235 students of 3,332 total enrollment). For qualified high school students, college credit can be earned by enrolling in direct credit courses (taught by credentialed high school teachers at high school sites) or by enrolling in dual enrollment courses (taught by LMC faculty at a LMC location). LMC also has 5th year middle college programs in Berrien, Van Buren, and Allegan counties, which provide opportunities for high school students to defer their high school graduation for one year so they can earn both a high school diploma and an associate degree or certificate at the conclusion of their 5th year of high school. On average, LMC serves over 1,200 early college students annually in partnership with over 40 K-12 districts and regional ISDs.



First-time in college enrollments, by high school ZIP

- Located on-site at the Benton Harbor Campus, Siena Heights University (SHU) has partnered with Lake Michigan College for over forty years to offer degree completion programs. The LMC/SHU partnership, which began in 1982, was the first of its kind in Michigan. In 2023, a new partnership was established for the Associate Degree in Nursing (ADN) to Bachelor of Science in Nursing (BSN) program, providing a seamless transition for nursing students to continue their education without leaving the Benton Harbor campus. This collaboration enhances nursing education in the region and addresses the growing demand for highly qualified healthcare professionals. In the summer of 2025, Siena Heights University, with the full support of its Board of Trustees and the Adrian Dominican Sisters, announced that it will close at the conclusion of the 2025–2026 academic year due to financial and operational challenges. The College is currently working with students to support their transition and engaging with new partners to fill the gap left by its closure.
- LMC is an active participant in the MiTransfer Pathways project. Led by the

Michigan Center for Student Success, this statewide initiative aims to build multi-institutional associates to bachelor's degree transfer pathways in 12 program areas, including in some of the largest majors in Michigan.

- The college partners with Benton Harbor Area Schools to serve high school students in 9th through 12th grades through the TRIO Upward Bound Program. The Upward Bound Program focuses on preparing high school students to graduate from high school, enroll in, and complete a postsecondary credential.
- The Hanson Technology Center, located on the Benton Harbor campus, opened in August 2016, and houses our Advanced Manufacturing programs. The building is designed with sustainable energy-efficient systems and is used as a learning tool for students, demonstrating the use of natural building materials and sustainable methods. The building has five classrooms attached to four labs (a Fab Lab, an upgraded welding lab, and two advanced manufacturing labs), collaboration spaces, and a small lecture hall.
- The Fab Lab—which is available to students, employees, and the community—is equipped with laser cutters, vinyl cutters, 3D printers, sewing machines, a woodshop with a CNC router, and various pieces of portable equipment to handle a variety of projects. A design center is available to encourage creativity, entrepreneurialism, and collaboration.
- The Start-to-Finish program, which launched in 2012, provides intensive support services for Benton Harbor High School students, including advising, mentoring, supplemental instruction, life barrier problem-solving, and study skill development.
- The College partners with Benton Harbor Area Schools to serve high school students in the Upward Bound Program. The Upward Bound Program focuses on preparing high school students to graduate from high school, enroll in, and complete a postsecondary credential.
- In 2017, the College was awarded a Title III Grant to continue and support our Guided Pathways work. This five-year, $3 million grant was a pivotal opportunity for the College to focus efforts on improving student success. Through the Guided Pathways process, the college developed pathways for all occupational programs that consist of a clear sequence of coursework and/or other credentials that support skill attainment and employment.
- The Welch Center opened in August 2019 to support our Wine and Viticulture Technology Program and is the only teaching winery in the Midwest.

- The Lake Michigan College Mendel Center is the largest performing arts center in the region and annually hosts touring professional entertainments, community shows, conference and event services, extended education programs, art exhibitions, and related academic programs. The addition of a recording studio and music technology lab, as well as the relocation of the scene shop continue to stimulate growth in the music and theatre programs. Ongoing improvements to theatrical lighting and acoustics make the spaces more aesthetically pleasing for both patrons and performers.

C. Other planned initiatives which may impact facilities usage.

Future programming at our South Haven campus will require significant facility alterations. Instructional technology at the South Haven campus was upgraded in a few spaces in 2021, but additional upgrades are planned for new program areas including eSports, and Drone Piloting as well as in existing Science Labs. Deferred maintenance for the campus will be addressed as part of these future capital projects.

In the Fall of 2023, the college developed an Extended Education department which included certificate programs, community-based education, non-credit education courses, training for business/industry, and summer/other camps.

D. Demonstration of economic development impact of current/future programs.

The economic impact of current and projected academic programming at Lake Michigan College is substantial and critical to the growth of Southwest Michigan's regional economy.

Current and projected programming described in this document is designed to create a workforce prepared to meet the needs of the existing employers as well as to attract new jobs, businesses, and industries to our area. Studies have repeatedly revealed the availability of an educated workforce as a primary factor in the decisions of employers to create jobs or to relocate and/or expand their business or service organizations. Highly qualified LMC graduates in advanced manufacturing, computer information systems, wine and viticulture, hospitality and culinary, health sciences, and STEM fields are critically needed to expand the economic base of Southwest Michigan.

III. Staffing and Enrollment

A. Description of current full- and part-time student enrollment levels by academic program and define how the programs are accessed by the student (i.e., main or satellite campus instruction, collaboration efforts with other institutions, Internet or distance learning, etc.)

Student Body Composition – Fall 2026 Census Unduplicated Headcount

Below is a comprehensive list of programs at the College and their enrollment status for the Fall 2026 semester by major type. Based on those numbers, there were 3,290 total students with 2,155 part-time and 1,135 full-time. The College offers courses using a variety of delivery modalities to meet the unique needs of our students. All courses, regardless of how they are delivered, may require course assignments to be completed online. The modalities include Face-to-Face, Flexible Learning Environment (FLE), Hybrid, Online, and Remote. Definitions of each modality are provided below.

Major	FT	PT	Summary
Accounting - ACCT	25	35	60
Agriculture - AGRI	1	1	2
Applications Development - APDV	0	2	2
Applied Science - General - AASG	11	13	24
Art - 031	19	7	26
Assoc in General Studies - 005	191	150	341
Automation Engineering - AENG	0	4	4
Aviation - AVIA	1	0	1
Aviation - AVTN	1	0	1
Biology - 061	22	16	38
Bookkeeping-Level 1 CERT - BKKG	0	6	6
Business - BUSI	86	48	134
Business Administration - 150	27	18	45
Cardiac Sonography - ECHO	5	4	9
Chemistry - 064	3	0	3
Cisco - Cert - 165	0	1	1
Communication - COMM	6	6	12
Criminal Justice - CRJU	19	11	30
Criminal Justice-Law Enforcemnt - CJLE	8	3	11
Culinary Management - 312	14	6	20
Cybersecurity - Cert - CYBR	1	0	1

Cybersecurity - CYBS	16	22	38
Diagnostic Medical Sonography - 225	19	19	38
Digital Marketing-Lvl 1 CERT - DIGI	0	3	3
Early Childhood Dev - Cert - CHDE	0	1	1
Early Childhood Development - CHDV	8	8	16
Electrical Distribution - ELEC	0	5	5
Elementary Education - ELED	14	13	27
Engineering Technology - ENTC	1	1	2
English - 041	6	3	9
Esports Production - ESPT	1	1	2
Exercise Science - EXSC	21	1	22
General Technology - GENT	14	9	23
Graphic Design - 395	8	5	13
Health Science - HLTH	37	49	86
History - 021	4	6	10
Information Tech -Level 1 CERT - INFT	0	3	3
Machine Tool - Level 1 CERT - 347	0	7	7
Machine Tool Technology - Cert - 346	0	2	2
Machine Tool Technology - MATT	2	20	22
Manu Production - Level 1 CERT - 366	0	2	2
Mathematics - 052	1	0	1
Mechatronics Te - Level 1 CERT - MCTR	0	2	2
Mechatronics Technology - MECT	2	9	11
Medical Assisting - Cert - 207	2	0	2
Medical Assisting - MEAS	15	12	27
Music - 035	4	1	5
Music - 215	3	1	4
Networking - NETW	3	8	11
Nursing-RN - 210	8	83	91
Personal Interest - 009	12	1041	1053
Pharmacy Technician - Cert - PHTC	0	2	2
Pharmacy Technician - PHAR	3	7	10
Philosophy - 022	1	0	1
Phlebotomy Tech-Level 1 CERT - PHBT	1	14	15
Physical Science - 063	1	0	1
Physics - 065	1	1	2
Police Academy-Level 1 CERT - CJPA	7	0	7
Political Science - 014	9	2	11
Pre-Diagnostic Medical Sonogra - PDMS	55	76	131

Pre-Engineering - 082	21	6	27
Pre-Nursing (Registered) - PNUR	70	91	161
Pre-Radiologic Technology - PRAD	41	59	100
Psychology - 012	43	19	62
Radiologic Technology - 221	27	18	45
Risk Mgmnt & Ins-Level 1 CERT - RMIN	0	1	1
Science-General - UAST	39	12	51
Secondary & Special Education - SSED	9	2	11
Skilled Trades Technology - SKTT	4	27	31
Skilled Trades Technology-Cert - 382	1	1	2
Sociology/Pre-Social Work - 011	15	16	31
Software Engineering - SFTW	13	11	24
Theatre - 046	16	3	19
Undecided (Arts - Transfer) - UAAT	93	84	177
Welding Prod Tech-Level 1 CERT - WEPT	2	2	4
Welding Production Technology - WDPT	17	16	33
Wine & Viticulture Technology - WINE	2	16	18
World Languages - 042	3	1	4
Summary	**1135**	**2155**	**3290**

Modality Definitions

Face-to-Face: All course sessions are held at scheduled times and meet in person.

Flexible Learning Environment (FLE): Choose to attend each scheduled course session in-person or remotely via Zoom or watch recorded course sessions online.

Hybrid: Courses may include a combination of face-to-face, online, and/or remote instruction. Some course sessions are at scheduled times.

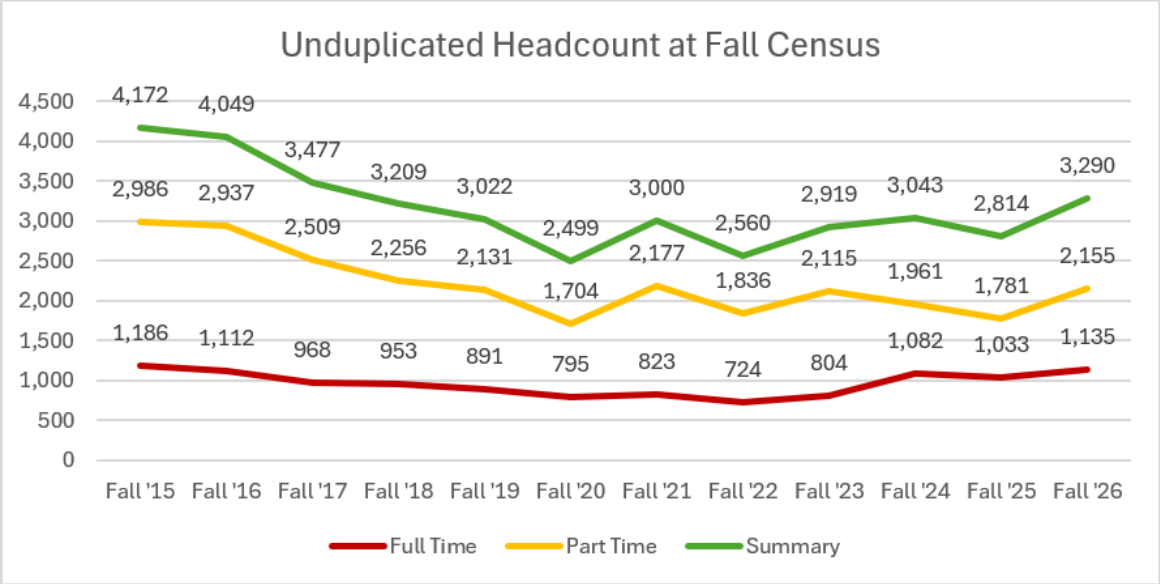
Online: Complete the course entirely online with no scheduled course sessions required.

Remote: All course sessions are held at scheduled times and meet remotely via Zoom.

B. Evaluation of enrollment patterns over the last five years.

LMC achieved a record enrollment of 4,832 unduplicated head count in the Fall 2010 Semester and remained above 4,000 until Fall 2017. Our enrollments are still down from this peak high and particularly down in Fall 2020 when the unduplicated head count was 2,611 at the end of the semester. Due to our Free Tuition initiative in Fall 2021, we saw a 27% increase to an unduplicated head count of 3,326 at the end of the semester. Additional in-person offerings, new programs, and the Futures for

Frontliners program supported the higher enrollments. In Fall 2022 there was a decline when the Free Tuition initiative was not offered. Currently enrollment is more in line with enrollment numbers prior to the Free Tuition initiative and prior to the pandemic. Full-time enrollment of traditional aged students from high school has historically been a focus of admissions efforts with an additional focus this past year on recruiting older, career transitioning, and 'some college-no degree' end of the spectrum which explains the uptick in part-time enrollment for the Fall 2026 term. The table below shows the enrollment patterns based on unduplicated headcount at the Fall census, which is taken mid-September after the last day to drop classes for the semester.



	Fall '16	Fall '17	Fall '18	Fall '19	Fall '20	Fall '21	Fall '22	Fall '23	Fall '24	Fall '25	Fall '26
Full-Time	1,122	968	953	891	795	823	724	804	1,082	1,033	1,135
Part-Time	2,937	2,509	2,256	2,131	1,704	2,177	1,836	2,115	1,961	1,781	2,155
Summary	4,059	3,477	3,209	3,022	2,499	3,000	2,560	2,919	3,043	2,814	3,290

A number of factors have been identified which have positively impacted overall enrollment. At a high level these factors have been identified as:

1. Changes in the unemployment rates and the new jobs trends.
2. Ending of the pandemic and students recovering and returning to in person

classes.

3. How we work, where we work, and the overall experience and expectation of work has changed the way students interpret the future.

Specifically, there are many initiatives that are also influencing enrollment:

- New programs have been developed in Marine Maintenance, Esports Management, CIS, Manufacturing Technology, Culinary Management, Health Sciences, and Wine and Viticulture. Current programs such as Welding have been expanded to full certificate and degree programs.
- College recruiters visit all district high schools each year and provide multiple formats for personal and group tours to Lake Michigan College.
- The College has strong partnerships with area business and industry, which depend on the College for a skilled workforce.
- Partnerships in Berrien, Van Buren, and Allegan Counties offer robust Early / Middle College programs.
- The College provides dual enrollment, direct credit, and academies in cooperation with area high schools.
- The College provides outreach services to parents and prospective students, including informational events held at all campuses on the following topics:
    - Financial Aid Workshops
    - Dual Enrollment Orientation Sessions for Students and Parents
    - Onsite registration and advising at several area high schools each spring
    - Participation in K-12 guidance and administrative meetings throughout the year
    - Michigan Regional College Night
    - Multiple college Visit Nights, Saturday open houses, and over 16 high school group/class on campus visits a year

C. Projection of enrollment patterns over the next five years (including distance learning initiatives).

The region's overall populations are projected to decline over the next several years and low unemployment rates will continue to negatively impact community college enrollment. Lake Michigan College projects several years of relatively flat enrollment based on local high school enrollment.

The College will continue to focus on four areas for enrollment: (1) greater influence on the current high school market, (2) unique academic programs not offered by area competitors, (3) increasing flexible and distance learning courses and program options, and (4) increasing persistence and retention rates. The College is committed to retaining the students who have already attended a given semester. Early College Program numbers will continue to be strong and represent approximately 35% of the overall College enrollment.

The College launched an initiative to help adults with some college credit, but no degree, return and complete their education using Michigan Reconnect funding which is a State of Michigan scholarship program that helps eligible adults attend community college with little or no tuition cost. It is designed for Michigan residents who have not yet earned a college degree.

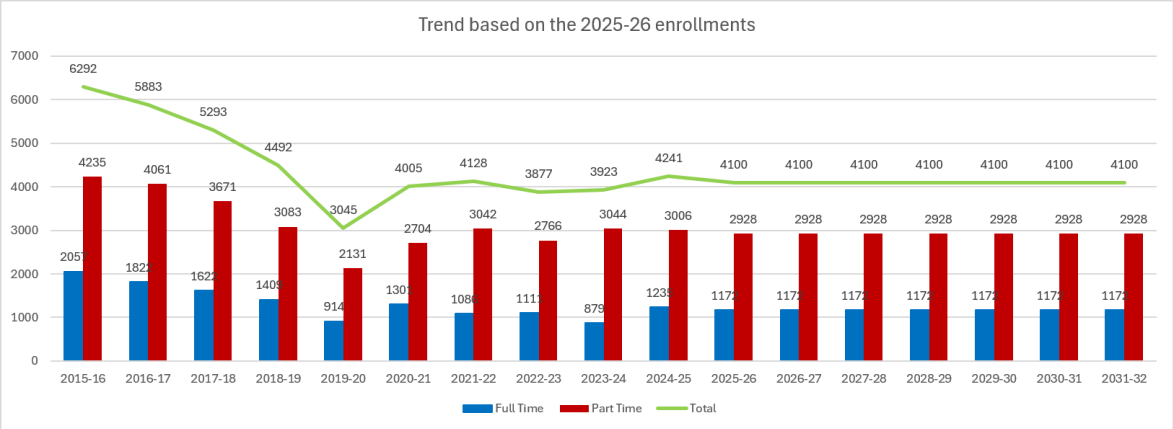
By expanding online programs, streamlining credit transfers, and offering personalized advising, LMC aims to make degree completion faster and more accessible.

LMC will evaluate prior college, military, and professional learning to maximize credit and minimize time to graduation. Advisors will tailor education plans to fit each student's career and life needs.

This initiative supports four strategic goals:

1. Strengthen high school and Early College pipelines.
2. Offer distinctive, high-demand programs.
3. Expand flexible, online learning for adults.
4. Boost student success through proactive support and digital tools.

By removing barriers and meeting students where they are, LMC will contribute to a stronger, more educated workforce for the region.



ID	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
Full-Time	1,409	914	1,301	1,086	1,111	879	1,235	1,172	1,172	1,172	1,172	1,172	1,172
Part-Time	3,083	2,131	2,704	3,042	2,766	3,044	3,066	2,928	2,928	2,928	2,928	2,928	2,928
Total	4,492	3,045	4,005	4,128	3,877	3,955	4,241	4,100	4,100	4,100	4,100	4,100	4,100

D. Instructional staff/student and administrative staff/student ratios for major academic programs or colleges.

Unduplicated headcount for Fall 2026 is 3,290. There are 420 full and part-time employees at the College including 66 full-time and 150 part-time faculty (123 of which are contracted services through Edustaff), 145 full-time administrators/staff, 17 part-time administrators/staff, and 42 student workers. Within the total number of employees there are 17 full-time and 4 part-time facilities bargaining unit personnel.

Based on Fall 2026 unduplicated headcount and full-time equivalency for both students and employees, the current student to faculty ratio is 15 to 1 and the ratio of students to administrative staff is 20 to 1.

E. Projection of future staffing needs based on 5-year enrollment estimates and future programming changes.

Currently, additional staffing based on 5-year enrollment estimates and future programming changes is limited. To support growing programs and course demand, three additional full-time Faculty FTEs are anticipated. Currently Facilities Management has two open full-time positions and one open part-time position, in addition to filling the positions at least two additional FTEs are anticipated due to the physical changes to the College, including new security and safety technologies, increased academic and event programming, and preventative maintenance.

F. Current average class size and projected average class size based on institution's mission and planned programming changes.

The College strives to maintain small class sizes to support our college-wide goals of academic excellence and student success. Planned programming changes are not expected to significantly impact average class size. Currently for Fall of 2026 the average class size is 14.5.

IV. Facility Assessment

Summary: In 2021 Lake Michigan College engaged Progressive AE for professional services to provide a comprehensive facility assessment for all three campuses, including eight buildings. The assessment work has assisted the College to uncover deferred needs for long term planning as the aging infrastructure and systems approach end-of-useful-life. In addition to the written report included in the Appendix, the assessment included a robust web-based database of all deficiency observations and equipment and system renewals. Since the issuance in 2021, the College has addressed over $6.3M of estimated value of assessment work through capital projects (both completed and currently in progress) and general operational maintenance. The College continues to use the database to plan and budget work, organize 10-year capital outlay schedules, close-out corrections, and add new observations and renewal projects as needed. Additionally, the College has targeted a complete refresh of the assessment in FY27.

The updated summary shown in Table 1 indicates that Lake Michigan College facilities continue to be in good condition. Based on fiscal year 2027 requirements, the facility condition index (FCI) is .02, where anything below .05 is considered good condition. The facilities are well maintained, and the College's investment in new facilities and major upgrades is reflected in the relatively low FCI values.

Table 1: Facility Condition Index Summary

Facility Name	Year Built	Size (SF)	Capital Replacement Value	2027 Escalated Urgent & Critical Requirement Cost (<1yr)*	Facility Condition Index
Beckwith Hall	2014	66,912	$16,829,170	$116,186	0.01
Hanson Tech. Ctr.	2016	42,275	$17,580,040	$114,042	0.01
Mendel Center	1978	138,688	$59,449,540	$2,778,688	0.05
Main Building	1968	300,689	$109,579,640	$607,398	0.01
South Haven	2003	41,222	$16,416,140	$504,814	0.03
Todd Center	2002	43,400	$16,691,150	$101,713	0.01
Welch Center	2019	13,981	$7,957,780	$8,711	0.00
Total/Average		647,167	$244,503,460	$4,231,553	0.02

**2027 requirement costs include site costs as they relate to the campus. The Benton Harbor Campus site is assessed separately due to the magnitude of the infrastructure and the interrelationship with buildings and athletic fields. Costs have been escalated 5% annually from the original 2021 estimates.*

Two buildings are ten years old or newer, Hanson Technology Center, and Welch Center. The oldest facility, the Main Building (Napier Academic) was renovated in 2020 and therefore has seen a drastic decrease in the FCI. The second oldest facility, the Mendel Center, had the heating and cooling plant replaced in a project completed in August 2020, which lowered the FCI from previous years. However, with the amount of equipment at the end-of-useful life, the FCI has increased over the last several years. Currently the building is considered in fair condition. Even with the significant amount of work completed in the summer of 2025, the Mendel Center has the most amount of deferred maintenance. South Haven campus facility has major HVAC equipment nearing the end of useful life with boiler replacement planned for FY28. The Todd Center boiler replacement was completed September 2026. Beckwith Residence Hall, a residential building, is twelve years old and continued renewal investment is needed for finishes such as carpet, painting, and appliance replacements. The first major renewal project at Beckwith Residence Hall was completed in June 2023 with the replacement of all common area carpeting.

Table 2: Requirement Priority by Facility and Site

Facility Name	Urgent (Past Due)	Critical (6mons - 1yr)	Moderate (1 - 5yrs)	Low (5 - 10yrs)	Total
Beckwith Hall	$6,500	$80,200	$456,500	$138,000	$681,200
Hanson Tech. Ctr.	$19,900	$65,200	$78,500	$299,350	$462,950
Mendel Center	$49,200	$2,024,300	$1,898,700	$327,400	$4,299,600
Main Building	$62,000	$391,250	$2,730,250	$3,696,626	$6,880,126
South Haven	$29,850	$346,850	$1,771,671	$425,892	$2,574,263
Todd Center	$18,000	$57,900	$914,000	$100,500	$1,090,400
Welch Center	$0	$6,500	$1,750	$199,700	$207,950
Benton Harbor Campus Site	$86,500	$285,700	$1,633,000	$2,486,200	$4,491,400
Totals*	$271,950	$3,257,900	$9,484,371	$7,673,668	$20,687,889

Majority of the estimates for work were acquired from the 2021 Facility Assessment Report and **have not been escalated for today's dollars; new projects added to the database are 2024 estimates.*

The relatively low number of requirements deemed urgent reflects our well-maintained facilities; however, many of the moderate priorities have recently shifted into a more critical timeline. Moderate priorities also continue to be driven by equipment that is beyond its useful or expected lifetime.

Please see the appendix for additional information: **2021 Facility Assessment Report**.

A. Summary description of each facility (administrative, classroom, biology, hospital, etc.) according to categories outlined in "net-to-gross ratio guidelines for various building types," DTMB-Office of Design and Construction Major Project Design Manual, appendix 8. If facility is of more than one "type," please identify the percentage of each type within a given facility.

See table on following page.

Facility Description

	Main Building		Mendel Center [2]		Hanson Tech Center		South Haven		Beckwith Hall		Todd Center		Welch Center	
Building Type	Sq. Ft	% [1]	Sq. Ft	% [1]	Sq. Ft	% [1]	Sq. Ft	% [1]	Sq. Ft	% [1]	Sq. Ft	% [1]	Sq. Ft	% [1]
Administrative														
Auditorium	4,209	1.40	48,030	34.63										
Biology														
Chemistry														
Classroom	42,045	13.98	8,916	6.43	4,237	10.02	14,498	35.17			15,776	36.35	1,286	9.20
Dining Hall	1,748	0.58												
Dormitory									55,019	82.23				
Garage	7,119	2.37												
Gymnasium	15,401	5.12												
Laboratory	22,159	7.37			19,960	47.21	1,784	4.33					4,293	30.71
Library	22,896	7.61												
Office	55,804	18.56	5,535	3.99	2,228	5.27	6,356	15.42			7,617	17.55	658	4.71
Science														
Service	3,406	1.13					2,451	5.95						
Warehouse/ Storage	11,369	3.78	5,658	4.08	713	1.69	139	0.34			2,926	6.74	260	1.86

1) Percentage is based on gross square footage of each facility.

2) Note the Mendel Center is a Conference and Performing Arts Center.

B. Building and/or classroom utilization rates (Percentages of rooms used and percent capacity). Identify building/classroom usage rates for peak (M-F, 10-3), off-peak (M-F, 8-10 am, 3-5 pm), evening, and weekend periods.

The College's routine hours of operation for Benton Harbor Campus facilities have historically been, at a minimum, 8:00 a.m. – 10:00 p.m., Monday through Thursday; 8:00 a.m. – 5:00 p.m., Friday. The South Haven Campus is, at a minimum, 8:00 a.m. – 9:30 p.m., Monday through Thursday; 8:00 a.m. – 5:00 p.m., Friday. May through August the College is closed on Fridays. Alternative online instruction delivery is about 33% of the course offerings for Fall 2026.

The College's facilities house a variety of instructional spaces ranging from traditional general-purpose classrooms to specialty labs. As specialty labs are dedicated for specific purposes and used based on times required by the curriculum (example: Health Science Simulation Lab), they are not included in the utilization calculations, since it would not adequately reflect the demand for classrooms within each facility.

Based on the number of instruction spaces and a minimum of 40-65 hours each week of availability, the overall average utilization of only scheduled classrooms by instruction is approximately 14% for Fall 2026. New scheduling software was implemented in 2025 to manage both academic and non-academic space use. The new scheduling software provides a fuller understanding of utilization across all spaces that accurately reflects academic and non-academic space use, which includes community use.

The College will be continuing to refine the space utilization data and methodologies. New strategies for space use are warranted in the post-pandemic reality of online learning and remote working. Community use and continued partnerships offer opportunities for increased utilization of the College's facilities, as well as modifying space to better serve programmatic needs.

Through a collaborative partnership with the Berrien County RESA, the College Board of Trustees approved gifting the Niles Campus building to Berrien RESA in June 2023. The agreement allows the College to continue providing college programming to both Early College students (those who have not yet graduated high school) as well as traditional college students. Utilization of the facility is no longer included in the College's calculations since it is under new ownership.

C. Mandated facility standards for specific programs, where applicable (i.e. federal/industry standards for laboratory, animal, or agricultural research facilities, hospitals, use of industrial machinery, etc.).

- OSHA - Occupational Safety and Health Administration (all programs)
- ACEN – Accreditation Commission for Education in Nursing, Inc.
- ARRT – The American Registry of Radiologic Technologists
- CAAHEP – Commission on Accreditation of Allied Health Education Programs
- JRC-DMS - Joint Review Committee on Education in Diagnostic Medical Sonography
- JRCERT – Joint Review Committee on Education in Radiologic Technology
- MAERB – Medical Assisting Education Review Board
- APTA – Commission on Accreditation in Physical Therapy Education

D. Functionality of existing structures and space allocation to program areas served.

Many space needs have already been remedied by the Benton Harbor Campus, Main Building Renovation and Upgrade project, including areas for Health Sciences, Transitional Studies, Tutoring and Testing Services, Culinary and Hospitality programs, assembly, and collaboration space. The Benton Harbor Campus also houses the Manufacturing and Industrial Arts programs at Hanson Technology Center, the Business and Information programs at Todd Center, Wine and Viticulture programs at Welch Center, and Visual and Performing Arts programs at Mendel Center. The existing College structures provide adequate allocation of space; however programmatic needs continue to evolve.

The previous Imaging space on the Benton Harbor campus housed the Diagnostic Medical Sonography (DMSO) and Radiologic Technician programs. Given the growth in cardiac and vascular curriculum tracks, it was determined the space was not functional. The lab renovation for the Diagnostic Sonography program is complete with space to accommodate community members. The expansion resulted in four separate learning spaces for student practice in scanning. The renovation of the existing lab space for the Radiologic Technology program is complete and an observance window added to increase functionality of the space.

The South Haven Campus anticipates growth in Truck Driving and Marine Technician programming, as well as future programing such as Biotechnology/Food Safety, Cyber Security, Drone Piloting, Geographic Information Systems, none of which are feasible based on the current layout and use of college facilities. Without renovation to existing space, none of these programs can grow in the current facility layout. The new Health Sciences Physical Therapy Assistant space was renovated using three existing general use classrooms. A partnership with Michigan State University was created to build a

hoophouse structure at the South Haven campus. This partnership allows for new curriculum and research efforts to help meet the learning needs of local students and local farmers. The hoophouse is used to grow different types of crops and flowers and to teach local farmers ways of growing in a controlled environment.

Please see the appendix for additional information: **Notable Space Updates and Future Space Needs**.

E. Replacement value of existing facilities (insured value of structure to the extent available). The building replacement values, and machinery and equipment values noted below are based on a July 2026 summation of replacement value by MASB-SEG Property/Casualty Pool. Excluded from the replacement values below are site related parking and pavement structures, campus utilities, underground tanks, and athletic field structures.

Facility	Building	Furnishings & Equipment	Total
Beckwith Hall	$16,829,170	$1,223,640	$18,052,810
Hanson Tech. Ctr.	$17,580,040	$2,793,360	$20,373,400
Mendel Center	$59,449,540	$5,231,370	$64,680,910
Main Building	$109,579,640	$14,000,790	$123,580,430
South Haven	$16,416,140	$2,233,040	$18,649,180
Todd Center	$16,691,150	$2,083,690	$18,774,840
Welch Center	$7,957,780	$576,800	$8,534,580
Total	$244,503,460	$28,142,690	$272,646,150

F. Utility system condition (i.e., heating, ventilation, and air conditioning (HVAC), water and sewage, electrical, etc.).

The Main Building (formally known as the Napier Academic building) was constructed beginning in 1968. During the recent Renovation and Update project completed in 2020, the main equipment serving the HVAC system was replaced, including new boilers, chiller and cooling tower, air handler units, air terminal units, and cabinet heaters. Much of the existing ductwork and hydronic piping remained as is for the project, except where remodeling in the space also occurred. Electrical infrastructure was upgraded. The building received new LED lighting where areas were remodeled. Areas that were not remodeled are an opportunity for continued lighting and controls upgrades. Some existing panels are nearing full capacity and will require further study for any future

construction.

The Mendel Center was constructed over a period of years from approximately 1980 through 1990. The College completed an Energy Upgrade project to save energy and operating costs in the summer of 2020. The project replaced the heating plant boilers and the cooling plant with a new chiller and ice storage. The largest of four building air handlers serving the Grand Upton Hall event space was replaced, but most of the air handling units are beyond the end-of-useful-life. LED upgrades were made for most of the building except for theatrical lighting, Grand Upton Hall work lights, and miscellaneous interior and exterior spaces. An envelope study was conducted for Mendel Center in May 2019 which identified masonry repairs, sealant replacement, and sloped window replacement, all of which have been completed. The replacement of mechanical systems which are at the end-of-useful-life are in critical need of investment and are one of the College's highest priorities. Phase I of the work includes new HVAC equipment and finish updates for the most heavily used academic spaces (band/choral practice room, academic offices, entrance lobby to Hanson Theatre, and circulation corridors serving those spaces) and the most used community space, Grand Upton Hall. This phase was completed in the summer of 2025. Phase II will address the remainder of the large HVAC equipment replacement needs and is planned for fiscal years 2027-2029.

The South Haven Campus was constructed in 2003. The building mechanical systems are running well, but heating and cooling equipment is approaching the end of life. The boiler is planned for replacement in FY28. Exterior lighting for the building is fluorescent or high-pressure sodium.

Beckwith Residence Hall was constructed in 2014 and opened for student residents in July 2014 and continues to operate reliably. LED lamps have been retrofitted for most fixtures in common areas; additional LED lamp retrofitting is needed in student suites. The self-contained packaged terminal A/C units used for the resident suites are currently in rotation for replacement. Over the next six to seven years all units will need to be updated.

Hanson Technology Center opened for classes in September 2016 and continues to operate reliably. Changes in machine laboratories required increased ventilation requirements which were added in May 2019. The building mechanical system is working well; however, humidity continues to be a challenge that impacts lab machinery. The multi-stack chiller had challenges with the compressors, requiring an early replacement. The exhaust system in the welding laboratory was unable to handle welding fumes and particulates and required modification to the ventilation/exhaust system. A new system

was completed in the summer of 2025 which included an exterior manifold gas system providing various gases to individual welding booths, reducing potential safety hazards within the welding laboratory, and reducing overall gas usage.

Todd Center was purchased by the College in 2018 but was originally built in 2002. The building has aged well, but some mechanical systems are reaching the end of useful life. The College invested in a major cooling plant upgrade in the summer of 2020. The boiler was replaced in FY26. The building automation system front-end was upgraded in 2021 and the equipment controls which were at the end of useful life were included in a project completed in 2023. Lighting is original fluorescent fixtures and needs to be upgraded.

System-wide routine preventive maintenance is performed and service agreements for major mechanical systems are in place.

Please see the appendix for additional information: **2021 Facility Assessment Report**.

G. Facility infrastructure conditions (i.e. roads, bridges, parking structures, lots, etc.).

The infrastructure at all sites consists of access roads, parking lots, and pedestrian walkways. Additionally, there are two small vehicular bridges and a large pedestrian bridge, all located at the Benton Harbor Campus.

The College's Main Building, Mendel Center, Hanson Technology Center, Todd Center, and Beckwith Residence Hall share common infrastructure including over 800,000 square feet of asphalt paving. Some parking and roadways have been improved over the last 4 years, but much of the pavement is still unimproved, at end of useful life, and requires planned replacement. With the winter freeze/thaw cycles recently, a substantial portion of the access roadway on the west side of the campus was significantly damaged. It was determined that the clay soil composition was at the root of the damage. The roadway was completely reconstructed on an emergency basis in late spring of 2022. Other areas of heavy clay and silt composition, including the College's parking lots, are vulnerable to similar deterioration. Major pavement repairs were made in the summer of 2023, including mill/repair resurfacing several drive areas, crack repair and sealant, and limited patching in the worst areas of Lot 2. Similar work was addressed in the summer of 2025.

The Main Building entry was completely reconstructed, including new storm drainage, in the summer of 2019 as part of a larger campus exterior infrastructure improvement project. All the existing brick pavers were removed, and a new concrete plaza was built. The same year Mendel Center north entrance was replaced. In late summer 2022 new concrete walks replaced deteriorated areas around the south side of Mendel Center.

In the summer of 2020, the entire northwest parking lot (Lot 1c) at the Main building was

reconstructed, adding much needed accessible parking and safe sidewalks to access building entries. The northeast parking lot (Lot 2a) was also upgraded at the same time to support shipping/receiving and operations.

The Main building has a large green roof courtyard. Some improvements to the courtyard were made in the summer of 2014. During the 2020 major renovation and upgrade project, masonry improvements at the perimeter of the courtyard were made. Existing concrete benches along the east and west sides were deteriorated; they were removed, and a new guardrail was installed along both sides in 2022. The drainage system was replaced in 2025. The project also included a new trench to improve courtyard drainage.

The vehicular and pedestrian bridges located at the Benton Harbor Campus are original construction. A bridge study was conducted in Spring 2020 to evaluate approaches for repair and/or reconstruction, and safer passage for pedestrians. Repair to the bridges was completed in June 2023; however, no additional pedestrian improvements were included. Two smaller metal grate pedestrian bridges at the lower first floor level are at the end of useful life and have been targeted for replacement in 2027.

Work at Beckwith Residence Hall parking entries improved drainage and provided safer pedestrian access to the adjacent parking area in Summer 2019 and in Summer 2020 an accessible ramp was added at the main entry walk. Concrete walkway repairs are now being addressed annually to repair damaged curbs, ramps, steps, and sidewalk sections.

The emergence of Men's and Women's Soccer in Fall 2013, along with the opening of our first residence facility, Beckwith Residence Hall in Fall 2014 led to significant revitalization of our west campus area. Improvements in roadways, utility infrastructure, lighting, wayfinding signage, technology, and emergency/safety equipment upgrades have been made within the past ten years. However, the west campus area, particularly the softball and baseball fields, were plagued with water issues given clay soil and low wetlands topography. The entire west campus area was the focus of a master plan completed in December 2022, which included the evaluation of turf to improve, and extend, the playing seasons. Replacing and relocating the baseball and softball fields to south of their existing location was identified as a top priority for the College and construction work to implement this major renovation to the west campus site is complete.

After the main entry drive was flooded in February 2018, which caused the Benton Harbor Campus to close briefly, a study was proposed to assess and evaluate the existing stormwater infrastructure on the Benton Harbor Campus. Since that time, the Campus has not experienced any new site flooding, so the study has been postponed.

Additionally, there are numerous erosion issues, particularly around the pond. A pavement study for the Benton Harbor Campus in late 2017 identified an overall pavement maintenance and repair masterplan for the next ten years.

The South Haven Campus building is less than twenty-five years old, and the utility infrastructure is in good condition. However, the campus is experiencing asphalt pavement deterioration and erosion issues. A 2018 pavement study was conducted and identifies an overall pavement maintenance and repair masterplan for the next ten years. Major pavement maintenance focused on crack repair and sealant with limited mill/repair was conducted in Summer 2021. Future mill/repair work has been planned to be addressed annually.

Please see the appendix for additional information: **2021 Facility Assessment Report**.

H. Adequacy of existing utilities and infrastructures system to current and 5-year projected programmatic needs.

Our recent Main Building (Napier Academic Building) Renovation and Upgrade project addressed the existing utilities and infrastructure system which had been our highest priority. Work was completed in August 2020. Limited areas which were in newer condition (10 years or less) which were not included in project work are beginning to require upgrades. Expanding program offerings in health sciences is driving renovation to existing lab space to meet the changed learning requirements. In June 2018, the College purchased the Western Michigan University Southwest building, now named Todd Center for Business, Education, and Computer Information Systems. As academic programs evolve in the next five years, there is special attention needed on the overall electrical capacity for Todd Center building.

On the northeast corner of the Benton Harbor Campus, in 2019, the College opened Welch Center for Wine & Viticulture. The College invested in the extension of utilities and infrastructure to support this new facility.

In 2020, an energy upgrade project replaced the heating and cooling plant for Mendel Center. Building-wide, end-of-life mechanical systems components at Mendel Center are being addressed to support both the continued growth in Visual and Performing Arts programs and the community programming in phases with Phase I of the HVAC & Interiors Upgrade project completed in summer of 2025. Phase II is planned to address the remainder of the major mechanical system equipment.

The changes to the Benton Harbor Campus required the College to address the new pedestrian and vehicular patterns associated with the larger campus environment. In

conjunction with the improvements made at our Benton Harbor Campus over several years, we expect increased campus activity to drive facility and infrastructure expansion improvements to the College. The College developed a wayfinding master plan to improve movement between facilities for students, guests, and employees. New exterior signage completed the first two phases which included our main entrance marquee upgrade and wayfinding signage at each entry point, as well as navigational signage on the interior of the campus. The new interior building signage standard laid the groundwork for the re-signing of all Main Building spaces with new ADA compliant signage as part of the Main Building (Napier Academic Building) Renovation and Upgrade project. The interior wayfinding sign system was upgraded in the Main building in 2022 and in Todd Center in 2024. Future interior wayfinding improvements are being planned for Mendel Center.

The Athletic Fields project on the western portion of the Benton Harbor campus is complete and provides modern, sustainable, and functional sports facilities that allow for the successful growth of athletic programs at the College. The West Campus Master Plan project proposed a vision to better connect athletics and recreation to student life, which will improve the overall student experience on campus. As a future priority, a field house is envisioned to help provide adequate and accessible game and spectator experiences, a modern fitness center, space for expansion of student recreation, and opportunities for community athletic use.

Design is complete for an additional residence hall aimed at fostering engaging and supportive living/learning communities. Construction bids are under evaluation with bid award planned for December 2026 and completion targeted for occupancy by Fall semester of 2028. As a first step, renovation to the existing Beckwith Residence Hall in 2024 increased the density of three existing suites from 4-person suites to 6-person suites.

South Haven campus has some renewal projects required, but the core infrastructure continues to support the programmatic needs for the next five years. The new Physical Therapy Assistant program necessitated renovation of several classrooms to provide new lab space which was completed in early 2025.

Please see the appendix for additional information: **2021 Facility Assessment Report, Notable Space Updates and Future Space Needs, Campus Master Plan,** and **Information Technology Strategic Plan.**

I. Does the institution have an enterprise-wide energy plan? What are its goals? Have energy audits been completed on all facilities? If not, what is the plan/timetable for

completing such audits?

All our energy planning is grounded in Lake Michigan College's over four-decade history of sustainability embodied in our original green roof on our plaza and the historic use of the lake surrounding our Main Building (Napier Academic Building) as the cooling source for our original HVAC plant.

We have completed several energy audits over the last ten-plus years with a variety of firms and consultants including Honeywell Energy Services, VFA, and Progressive Architecture & Engineering Services as part of our facilities condition assessment. The results of these planning efforts have been built into our facilities improvements. Additionally, our Commissioning Agents at Catalyst Partners and Peter Basso & Associates have helped lead our recent major renovation projects.

Over the past eight years, Lake Michigan College has invested over $62 million in capital projects for physical plant upgrades, enhancements, and expansions at the Benton Harbor campus. Each of these projects included energy efficiency and sustainability elements including energy efficient heating and cooling plant and distributions systems, roofing, LED lighting, window systems, and low-volume flush units in restroom upgrades. We continue to expand our building automation system controls to cover more of our facilities. Working with our utility providers, we have participated in both electrical and natural gas utility rebate programs on several projects. These rebates have been allocated to our general fund to support future capital renovations.

The measurement and verification efforts for the Energy Upgrade project at Mendel Center were completed in June 2023. The upgrades, which included new heating and cooling plants and LED re-lamping, provide over $53,000 of savings annually. Future savings are anticipated when the other components of the HVAC system are replaced, and controls are updated.

Phase 2 of Todd Center controls upgrade was completed in spring 2023 to our standard building automation system platform. The upgrade provided control over all the existing equipment including operations of boilers, chillers, cooling towers, air handling units, air terminal units, and cabinet heaters. The College is now able to schedule areas to be occupied or unoccupied at certain times to provide better energy use management. Since the upgrade, notable energy savings have already been realized; a more comprehensive review is in progress. The College is getting closer to having similar levels of control and scheduling for all buildings to better manage energy use.

J. Land owned by the institution and include a determination of whether capacity exists

for future development, additional acquisitions are needed to meet future demands, or surplus land can be conveyed for a different purpose. The College owns the following land, which houses academic facilities.

Address	City	State	Facility	Acreage
2755 E. Napier Ave.	Benton Harbor	MI	Benton Harbor Campus	263.00 acres
125 Veterans Blvd.	South Haven	MI	South Haven Campus	7.73 acres

Lake Michigan College has also acquired additional properties and associated acreage to protect its perimeter in anticipation of future development. These include:

Address	City	State	Facility	Acreage
Foundation Drive	Niles	MI	*none*	4.94 acres
1442 Yore Avenue	Benton Harbor	MI	*none*	2.06 acres
1486 Yore Avenue	Benton Harbor	MI	*none*	2.06 acres
1508 Yore Avenue	Benton Harbor	MI	*none*	1.98 acres
2840 Territorial	Benton Harbor	MI	*none*	23.80 acres
321 Vernon Road	Benton Harbor	MI	*None*	0.25 acres

The Yore Avenue properties listed above are adjacent to the Napier Avenue property.

At the Benton Harbor Campus, approximately 114 acres are being maintained, leaving 149 acres open, some of which is available for development. Portions of the remaining acreage are maintained in natural forest, wetlands, and prairie grass ecosystems, and are used for instructional programming.

In 2020, LMC divided a 14.6-acre parcel at the South Haven Campus to transfer 6.87 acres back to the City of South Haven. The South Haven Campus still includes land for at least one additional facility.

In 2023, LMC transferred the 8.03-acre parcel and the building at 1905 Foundation Drive to the Berrien County RESA. The adjacent 4.94-acre parcel is still owned by the College.

In summary, we have planned for and acquired land for our future development needs.

Please see the appendix for additional information: **Campus Master Plan.**

K. What portions of existing building, if any, are currently obligated to the State Building Authority and when are these State Building Authority leases set to expire.

Facility	Obligated in:	Expires in:
Institute of Business & Tech (Mendel Center) *	1992	2027
Main Building	2020	2060
South Haven Campus	2003	2043

*In previous years the Mendel Center fell off this table for reporting purposes for some period; however, it continues to be obligated to the State until 2027.

The Todd Center building, originally the Western Michigan University Southwest building, was obligated in 2002 and was set to expire in 2037. However, the State Building Authority has terminated the lease early. The property was conveyed to the College.

V. Implementation Plan

The 5-year comprehensive master plan should identify the schedule by which the institution proposes to address major capital deficiencies, and:

A. Prioritized major capital projects requested from the State, including a brief project description and estimated cost, in the format provided. (Adjust previously developed or prior year's figures utilizing industry standard CPI indexes where appropriate).

Currently none of the capital projects which are the highest priorities to the College are eligible for State capital outlay financing. Those projects include HVAC and interiors renovation to the Mendel Center (performing arts and community center), a new residence hall, and a new athletic and community use field house.

The 2021 College-wide Facilities Assessment laid the groundwork for future capital replacement and renewal costs looking forward 10 years. Together with new academic needs and utilization studies, the College is developing an update to the comprehensive 10-year capital improvement plan with funding support from both the existing millage and College reserves.

Please see the appendix for additional information: **Campus Master Plan** and **2021 Facility Assessment**.

B. If applicable, provide an estimate relative to the institution's current deferred maintenance backlog. Define the impact of addressing deferred maintenance and structural repairs, including programmatic impact, immediately versus over the next five years.

Lake Michigan College has identified a five-year backlog of $13M deferred maintenance. Of this backlog, we have identified $3.5M of currently critical deferred maintenance items that have safety, regulatory or collateral damage implications within one year. With the completion of the Main Building (Napier Academic) Renovation & Upgrade and Mendel Center Energy Upgrades in 2020, and the donation of the Niles Campus building to the Berrien RESA in 2023, our overall deferred maintenance as a percentage of capital replacement value (Facility Condition Index) has dropped from 0.13 in 2018 to 0.02, which is very good. Overall, our facilities are in good condition and have been well maintained; however, Mendel Center has critical systems to address.

Our largest and oldest assets have the largest backlog of deferred maintenance; they include the Benton Harbor Campus grounds, Mendel Center, and Main Building.

An exterior envelope study was conducted at Mendel Center in 2019. Deferred maintenance was identified for masonry and window systems, and work was completed in the summer of 2025. Mendel Center also has end-of-life mechanical equipment in critical need of replacement. To support programmatic needs, tired spaces need to be refreshed and have reliable heating, cooling, and ventilation. Original finishes in the academic spaces of the building are overdue for replacement. Phase I of the HVAC and Interiors construction was completed in the summer of 2025. Phase II of the HVAC work is planned for fiscal years 27-29.

Significant major and routine capital projects have begun and will continue into FY28, much of which address deferred maintenance such as roofing replacement, pavement repairs, masonry and sealant repairs, HVAC equipment replacement, and finish upgrades in academic areas. Smaller maintenance and repair work will be addressed operationally to correct items in the facility assessment which are now an urgent or critical need.

C. Include the status of on-going projects financed with State Building Authority resources and explain how completion coincides with the overall five-year Capital Outlay Plan.

Facility	Project Status
South Haven Campus	Complete and operational
Main Building (Napier Academic) Renovation & Upgrade	Complete and operational
Institute of Business & Technology (Mendel Center)	Complete and operational

D. Identify to the extent possible, a rate of return on planned expenditures. This could be expressed as operational "savings" that a planned capital expenditure would yield in future years.

Several recent projects had targeted energy savings. Original estimates indicated that the College will save $320,000 annually in utility costs for the next 20 years by replacing the existing HVAC system with an energy-efficient, sustainable system at our Main Building on the Benton Harbor Campus. Evaluation of this operational savings was planned to begin September 2020, but with the COVID-19 pandemic and changes of building use the operational energy review began in 2021 and is still on-going.

The College completed an Energy Upgrade and Modernization project, which reduced energy in Mendel Center by approximately $53,000 annually. In addition, other projects, particularly exterior envelope repair at our Main Building, while not resulting in annual cost savings, do represent eventual cost savings in reduced collateral damage to adjacent building infrastructure. Future building envelope upgrades are planned for Mendel

Center.

The College will continue smaller energy projects, including LED lighting upgrades and installation of higher efficiency equipment. Partnering with local utilities for rebate opportunities continues to be a strategy and was used for the Main building gym lighting upgrades in 2020 and the Main building B-Wing lighting upgrade in 2022.

E. Where applicable, consider alternatives to new infrastructure, such as distance learning.

The College upgraded teaching technology in classrooms at all three campuses to support flexible and distance learning in 2021. However, spaces to accommodate both in-person and remote instruction simultaneously are a challenge and will require new hybrid-sized rooms.

While distance learning has become increasingly important, some programs still require hands-on learning for effective instruction.

Programs requiring hands-on instruction include:

- Advanced Manufacturing: Automation Engineering, Electrical Distribution, Engineering Technology, Machine Tool Technology, Mechatronics Technology, Welding Technology and Skilled Trades Technology
- Agriculture: Ag Tech, Agribusiness Management, Agriscience
- Culinary Management
- Criminal Justice
- Police Academy
- Health Sciences: Certified Nurse Aide (CNA), Diagnostic Medical Sonography, Medical Assisting, Nursing, Pharmacy Technician Phlebotomy Technician, Physical Therapy Assistant, Cardiac Sonography, and Radiologic Technology
- Natural and Exercise Science
- Creative Arts and Humanities
- Wine and Viticulture Technology

F. Identify a maintenance schedule for major maintenance items in excess of $1,000,000 for fiscal year 2028 through fiscal year 2032.

Project Description	Estimated Cost	Implementation Year
Residence Hall *(200 bed hall with additional amenities to serve both new & existing residents)*	$22,000,000	FY26-28
Mendel Center HVAC Phase 2 *(Including replacement of the remainder HVAC equipment after the completion of Phase 1))*	$13,000,000	FY27-29
Athletic Fields – Roadways & Pedestrian Paths *(addition of paved pathways in lieu of gravel)*	$2,210,000	FY27-28
Field House *(new building with accessible game courts, fitness area, locker rooms)*	$11,000,000	FY28-29
Reconstruct Benton Harbor Parking Lot(s) *(including design for lot reconfiguration and full reconstruction in some locations)*	$6,100,000	FY27-29

G. Identify the amount of non-routine maintenance the institution has budgeted for in its current fiscal year and relevant sources of financing.

For the current fiscal year, Lake Michigan College has budgeted $300,000 for non-routine general maintenance projects, equipment, and required renovations, and $200,000 for pavement maintenance. Starting in FY24, the College has budgeted $10,000 specifically for accessibility improvements to address standalone projects over the capital threshold or to supplement other work with accessibility components.

Institutional ("general fund") funding is supplemented by revenue from a capital millage that is levied through 2036 as well as a planned capital fundraising campaign. An analysis is underway to specify the sources of funding by project as well as assess the need for bond (debt) financing.

Appendix A – Registrar's Official Program Major Listing

Academic Year 2026-27
10/12/2026

Associate Degrees

1. Associate in Business Administration
2. Associate in General Studies

Associate in Arts

3. Art
4. Communication
5. English
6. Graphic Design
7. History
8. Music
9. Philosophy
10. Political Science
11. Psychology
12. Secondary & Special Education
13. Sociology/Social Work
14. Theatre
15. Undecided – Arts Transfer
16. World Languages

Associate in Applied Science

17. Accounting
18. Agriculture
19. Applied Science - General
20. Automation Engineering
21. Aviation
22. Business
23. Cardiac Sonography
24. Child Development
25. Criminal Justice
26. Criminal Justice-Law Enforcement
27. Culinary Management
28. Cybersecurity
29. Diagnostic Medical Sonography
30. Electrical Distribution
31. Elementary Education
32. Engineering Technology
33. General Technology
34. Machine Tool Technology
35. Mechatronics Technology
36. Medical Assisting
37. Music
38. Network Administration
39. Nursing
40. Pharmacy Technician
41. Radiologic Technology
42. Skilled Trades Technology
43. Software Engineering
44. Studio Art
45. Welding Production Technology
46. Wine and Viticulture Technology

Associate in Science

47. Aviation
48. Biology
49. Chemistry
50. Engineering (Pre-)
51. Esports Production
52. Exercise Science
53. Health Science
54. Mathematics
55. Physical Science
56. Physics
57. Science-General

Advanced Certificate

1. Child Development
2. Cisco
3. Cybersecurity
4. Data Engineering
5. General Education/Transfer

6. Geographic Information Systems
7. Machine Tool Technology
8. Medical Assisting
9. Pharmacy Technician
10. Skilled Trades Technology

Certificate of Achievement

11. AgriBusiness
12. AgriScience
13. AgTech
14. Bookkeeping
15. Chocolate & Confections
16. Data Science
17. Digital Marketing
18. Esports Production
19. Geospatial Information Science and Technology
20. Gig Economy
21. Graphic Design
22. Information Technology
23. Machine Tool
24. Manufacturing Production
25. Mechatronics Technology
26. Phlebotomy Technician
27. Police Academy
28. Risk Management & Insurance
29. Sales & Customer Service
30. Small Business Management
31. Spanish Certification
32. Supervisory Skills
33. Web Development
34. Welding Production Technology
35. Wine and Viticulture Foundations

Totals Reported to HLC:
Associates 57
Certificates 35

Appendix B – 2021 Facilities Condition Assessment

Note: This report was completed in 2021 working with contracted Architectural and Engineering services provider. Since its completion, the College has been working within the comprehensive database established by the assessment to address deferred maintenance work and to plan future work. The 2021 report is provided as reference. All costs associated with report are from 2021.

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Summary

General Description

Lake Michigan College has three campuses: Benton Harbor, Niles and South Haven totaling nearly 300 acres of property. These three campuses contain eight buildings, totaling over 680,000 square feet ranging in age from 2 to 53 years. These buildings create spaces for thousands of students to learn and grow every year.

While the College cares for its facilities, a third-party comprehensive facility audit was needed to provide both an overall view of the state of the facilities as well as a prioritization of needed repairs. There have been numerous upgrades and projects in the past to ensure the students have the best environment to learn. To continue to provide safe and comfortable learning environments for every student, the buildings require certain maintenance and improvements. This assessment report summarizes thousands of observations in an attempt to understand the scope and types of risk the College faces with respect to its facilities and to provide an understanding of the current state of the College's facilities.

A robust database of observations, recommendations, and associated costs accompanies this report. This database is a living document for LMC Facilities to update and add to for the purpose of tracking facility deficiencies and capital project planning.

This facility assessment report is based on walk-throughs of the noted buildings and properties starting in late May 2021 through early July 2021, as well as a review of drawings and reports made available by the College. General observations are broken down by campus and building and are based on the current state of the facility as of the walk-throughs.

Assessment Approach

Architecture and engineering professionals walked the buildings and properties of Lake Michigan College, identifying deficiencies and making observations and recommendations for improvements or replacements for the systems and components of the buildings and their surroundings. These recommendations have been assigned a priority rating and brief description as follows:

- Urgent (past due) – Items with life safety implications or heavily impacting critical programs or function.
- Critical (6 months to 1 year) –Items that have failed or are close to failure and could have a chain reaction, causing other things to fail.

- Moderate (1 year to 5 years) – Items impacting accessibility or equal access and items at or near the end of life that should be considered for proactive, planned replacement to minimize cost and minimize risk to programs.
- Low (5 years to 10 years) – Items that should be budgeted and planned for in the future.
- N/A (No replacement planned) – Observations not requiring action, for information only; systems equipment that are new but should be tracked because they will require capital investment 10 to 20 years down the road.

Observations also include a reason for the improvement or replacement which include the following:

- Code/Regulatory – Items that do not meet current building codes and standards.
- Age/Useful Life – Equipment/systems/elements that are reaching end of useful life.
- Energy Efficiency – Items that are causing excessive energy consumption or improvements that could increase energy efficiency.
- Life Safety/Health – Items that pose a life safety or occupant health risk.
- Accessibility – Items that do not meet current ADA standards or do not provide equitable accommodations for all bodies.

The evaluations included functionality ratings ranging from 1 (non-functioning) to 5 (all functions perform) to assist the observation team in data collection and establishing useful life expectancy. However, there is no direct connection to the Priority Rating or Project Expenditure reason, but instead, the information was used as a contributing component to the overall evaluation. The Evaluation Ratings are as follows:

- 5 – All functions perform (functions well, well-maintained, meets applicable codes and standards).
- 4 – Most functions perform (functions well, may require some maintenance or repair, minor issue with codes/standards).
- 3 – Some functions do not perform (may have some operational issues, requires repair or renewal, code issues).
- 2 – Most functions do not perform (barely functional, requires renewal or replacement).
- 1 – Non-functioning (not operational or performing intended purpose, requires replacement).

Observations are generally organized by asset type category (UniFormat) as follows:

- # - Miscellaneous: Code and regulatory items
- A – Substructure: Foundations and slabs

- B – Shell: Superstructure, vertical (walls, windows and exterior doors) and horizontal (roof) enclosures.
- C – Interiors: Interior doors and walls, ceilings, finishes, casework and furnishings.
- D – Services: Plumbing, HVAC, fire alarm and protection, electrical, communication and elevators.
- E – Equipment and Furnishings: Furniture, casework, window treatments
- G – Sitework: Parking walks, exterior barrier-free access and stormwater.

This assessment was conducted in a non-invasive, non-destructive manner from the floor, grade or other accessible level based on visual observation only. It provides an overall condition assessment of the requested buildings and properties. This assessment should not be considered all-inclusive of issues or concerns that might exist with the facility, but instead serves as advisement based on what Progressive AE was able to observe on the day of the on-site evaluation and from review of available documents.

In addition, the Opinion of Probable Cost included in this report is a ballpark installed cost estimate (labor and materials only) based on today's marketplace value. Soft costs such as design and contractor fees are not included. Once fully designed, documented, and submitted for bids to contractors, the cost may vary due to a number of reasons such as unforeseen conditions, material and labor cost fluctuations, and escalation factors related to when the work is completed.

In closing, this report is based on a snapshot in time of the conditions as presented on the walk-through evaluation and any additional information provided by Lake Michigan College. It is intended to be used by the College for general operations and maintenance as well as a planning tool for future master planning efforts.

Best Practices

A. Accessibility

All buildings and paths of travel on the site were evaluated against the 2010 ADA Standards for
Accessible Design. The scope of these standards is wide-ranging and many instances of non-compliance were found. Although compliance is not necessarily required for construction that predates the standard, the standard is a helpful guide for creating an environment that is safe and inclusive for all, providing equitable accommodation for all bodies.

Not all deficiencies are equal in terms of risk and cost to correct. For the purposes of this assessment, we categorized deficiencies with a risk of trip and fall or direct bodily injury as critical risk, whereas deficiencies that do not allow equal accommodation or have a more indirect risk of injury like items out of the reach of a wheelchair user were categorized as moderate risk.

B. Asset Renewal

Items that require periodic renewal like finishes were not generally included in the observations, but here are some general rules of thumb for finishes and building elements:

Item	Expected Life
Interior Paint	
High traffic areas (corridors, etc.)	*5 years*
Lower traffic areas	*10 years*
Caulking	5 years
Acoustical Ceiling Tile	30 years
Ceramic Tile	50 years
Carpet	
High traffic areas (corridors, etc.)	*5-10 years*
Lower traffic areas	*10-15 years*

These rules of thumb are variable depending on care and use. Where the observation team noticed finishes could be better preserved by corner guards or chair rails, it was noted in the observations.

Facility Condition Index

To objectively assess facilities, the Facility Condition Index (FCI) is a standard for higher education management. The FCI is a ratio of the current year's required renewal cost to the current building replacement value. The total cost for building improvements is divided by its replacement cost. The lower the FCI, the less money is required to maintain the facility. Below is the estimated FCI for each building on the Lake Michigan College Campus. All of the buildings are in good condition. An FCI score of <.02 is considered good.

Building	Year Constructed	Size (sf)	Capital Replacement Value	2022 Requirement Cost	FCI
Welch Center	2019	13,981	$6,798,627	$5,000	0.00
Hanson Tech Center	2016	42,275	$10,930,973	$61,700	0.01
Beckwith Hall	2014	66,912	$9,762,795	$233,650	0.02
Todd Center	2022	43,400	$11,843,081	$108,548	0.01
Mendel Center	1978	138,688	$37,235,666	$1,528,950	0.04
Main Building	1968	300,689	$94,898,525	$726,350	0.01
Niles	1998	34,283	$7,804,248	$598,000	0.08
South Haven	2003	41,222	$10,023,526	$304,200	0.03
Total/Average		681,450	$189,297,441	$3,566,398	0.02

General Observations and Recommendations

Benton Harbor Campus

Site

The 263 acre Benton Harbor campus dates back to the 1960s and has over 800,000 square feet of asphalt paving. Selected areas have been replaced and routine maintenance has been performed on all lots which are shown in Figure 1. Almost all of the recommended improvements are either low or moderate priority to be looked at over the next 5 to 10 years.

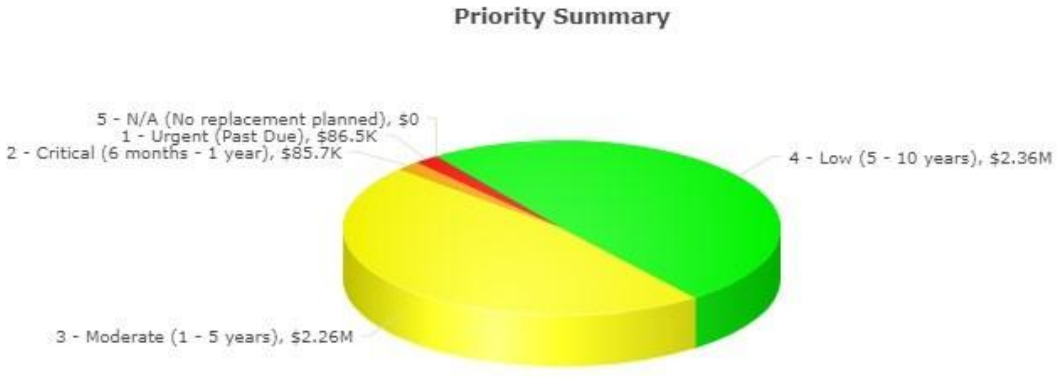


Figure 1 – Cost of Improvements by Priority

The site pavement has been evaluated and detailed in a study prepared by Abonmarche in

2018. This study outlined several improvements for parking and roadways. Some parking and roadways have been improved over the last 3 years but much of the pavement is still unimproved, at end of life, and requires planned replacement since much of it has reached the age where resurfacing is effective for a shorter and shorter duration. The observations by Progressive AE also identify erosion issues that should be addressed.

Electrical site systems include campus parking lot lighting and decorative lampposts along key entry drives. The site lighting has seen routine maintenance, but no upgrades. There is an opportunity for energy savings from upgrading to more efficient lamps.

Welch Wine Center

The Welch Center is nearly 14,000 square feet and was opened in 2019. This building is only 3 years old and since they are new, the majority of the building systems have no planned replacement as shown in Figure 2. The Critical and Urgent items are typical building maintenance items that are typical to every building as they are used.

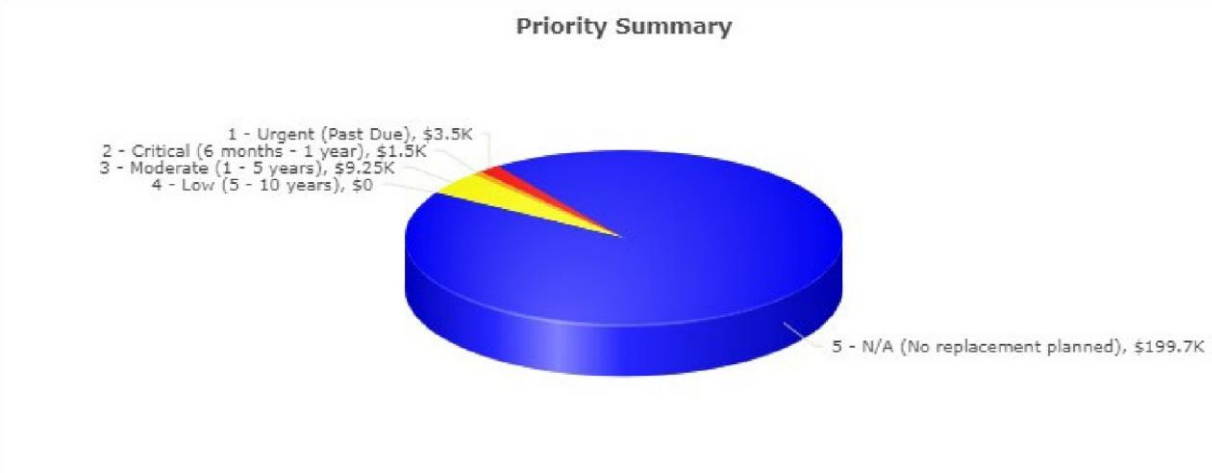


Figure 2 – Cost of Improvements by Priority

The site parking and walks are in good condition; however, the evaluation identified several areas of erosion that should be addressed before they cause more damage.

All other building systems and components were found in good condition with only a few minor items to address. With good building care and under current usage, building finishes should not require planned renewal for 10 years other than occasional paint touch-ups.

Hanson Technology Center

The Hanson Technology Center is around 42,000 square feet and was opened in 2016. This

building is 5 years old and has very few urgent items needing replacement. Some critical items should be addressed within the next year, cracking on the concrete floor and leaking outside air louver. Figure 3 shows the cost of improvements/replacements sorted by priority recommendation.

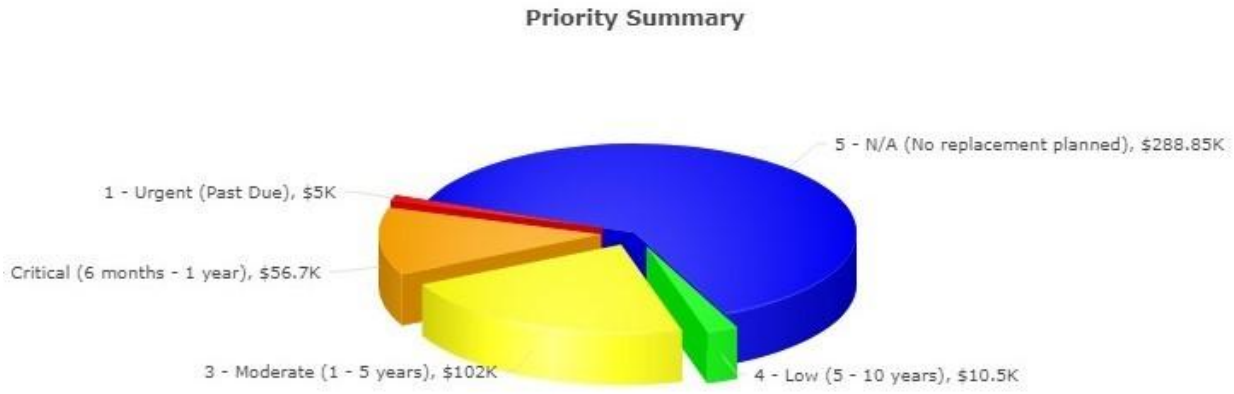


Figure 3 – Cost of Improvements by Priority

The building finishes and architectural elements have held up fairly well. Some minor building envelope issues should be addressed including some curtainwall water intrusion and exterior metal cladding that needs to be refastened. There is some floor cracking that requires further investigation to understand the cause and remedy. Occupants report some acoustical concerns that also may be worth further study.

The main building mechanical system is working well. The main mechanical issue is the multi-stack chiller, whose compressors are requiring early replacement. Progressive AE suggests adding 1 or 2 small 10-ton compressor modules onto the multi-stack for better part-load operation and to prevent the large compressors from over-cycling as they do currently.

The electrical system is in good working condition with no major issues to report.

Beckwith Hall

Beckwith Hall is a 67,000 square-foot dormitory built in 2014. Figure 4 shows the cost of improvements by priority. There are not many urgent improvements that need to be addressed. The largest recommended improvement is carpet replacement at $150,000 which is a moderate priority in the next 1 to 5 years.

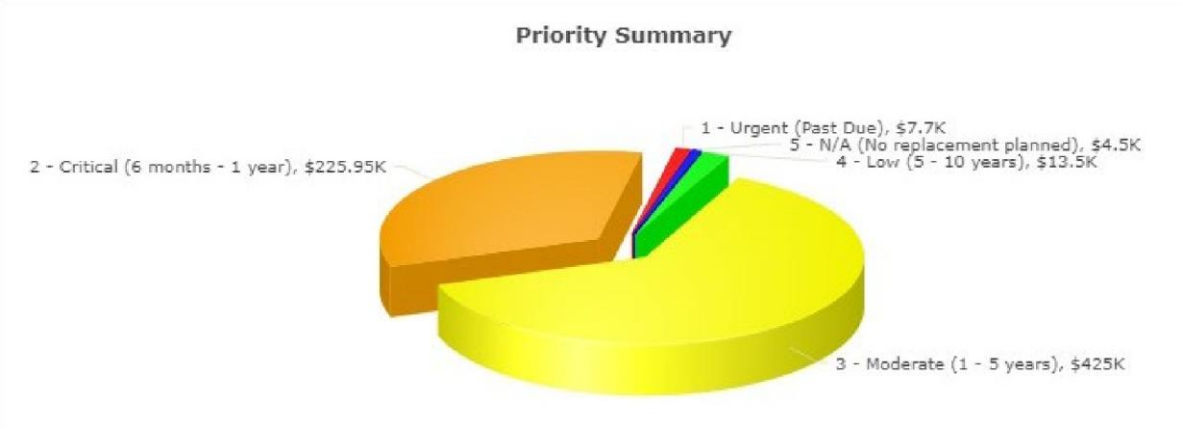


Figure 4 – Cost Improvements by Priority

The building has held up well, showing the normal wear and tear of the student residential facility. Finishes in residential facilities require regular renewal. Painting and carpeting in public areas like lobbies and corridors should be replaced every 5 years. Residential suites should have paint touched up every year and carpet and paint completely redone every 10 years.

Accessibility of the facility has been evaluated in the past and was evaluated again for this assessment. ADA units require improvements in the bathrooms that are planned for next year. When the opportunity arises, kitchens in the ADA units should also be upgraded to facilitate the use of the appliances by individuals with disabilities.

Beckwith Hall mechanical systems are furnace units for the common areas and packaged terminal air conditioning (PTAC) units for the apartments. These systems seem to be in good condition. The typical lifespan of this type of equipment is 15 to 20 years; however, our understanding from facilities staff is that some of the apartment units are already failing. With this knowledge, we recommend evaluating the type and quality of replacement units to try to get a longer life out of the equipment and considering extending the building management system into the building and controlling heating and cooling units in the apartments centrally, allowing occupants to control within a limited range.

The electrical system is in good condition with recommended arc energy and arc flash updates for the 2500A main electrical switchboard to comply with NEC 240.87 and NFPA 70E. The existing fire alarm system is in good working condition with no issues to report.

Todd Center

The Todd Center is 43,000 square feet and was built in 2002. The building was constructed

with high quality systems; however, at 20 years of age, it is reaching the point where many systems require renewal. Figure 5 shows that a majority of the items are of moderate priority and in the next 5 years will need to be replaced. Figure 6 shows that most of the moderate priority items are building services.

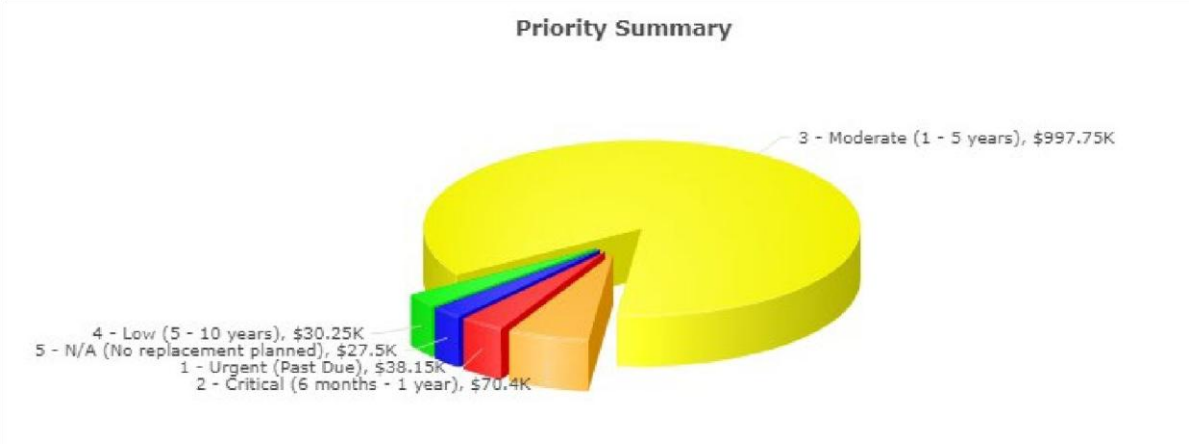


Figure 5 – Cost of Improvements by Priority



Figure 6 – UniFormat Summery of Moderate Replacement items

Building finishes are holding up fairly well since the building has not been heavily utilized. Carpets and ceilings should be planned for renewal in 5 to 10 years. The building exterior is also in generally good condition, but some maintenance work is required to ensure the longevity of the building materials. The building elevator system is not operating smoothly and requires some maintenance work.

The mechanical systems are all running well at this time, but some equipment is near the end of life and upgrades would provide the opportunity to improve energy efficiency and system reliability. The energy recovery units are not currently operating as intended and require a controls contractor and commissioning agent to come out to help replace the actuators and restore proper operation. The unit controls should also be brought over to the LMC standard of Tridium Schneider to make them easier to monitor and maintain. The

boilers and air-cooled chiller are nearing the end of life and replacement should be scheduled and budgeted in the next 5 years to allow for a planned replacement and avoid unplanned outages.

The electrical system appears to be added onto over the years with current documentation not reflecting current conditions. Further attention is recommended to the existing panel ratings, breaker sizes, feeders and labeling. With several panels nearing full capacity, a load study is recommended for all future work involving increased electrical load. The generator is approximately 19 years old and is not planned to be replaced at this time.

Lighting is an ongoing issue in the building, as fixtures reach the end of life and new ballasts are added to replace the failing ones which cause issues with the remaining fixtures. Most lighting is fluorescent and not energy efficient. Lighting controls throughout the building do not meet ASHRAE 90.1-2013, the current Michigan Energy Code. The building is a good candidate for a lighting upgrade for fixtures and controls by either re-lamping existing fixtures with LED lamps or replacing the entire fixture with an LED fixture. Location of the fixture, fixture type, owner preference and the condition of the fixture housing all may assist in deciding on whether a re-lamp or complete fixture replacement is the best decision. AEP incentives could likely fund much of the material costs.

Mendel Center

The Mendel Center is 138,000 square feet. Initial construction was in 1978, with the building completed and fully open to the public in 1992. The building has had some renewal/renovation efforts in the Mainstage lobby, Grand Upton Hall and Hanson Theater. An energy conservation project also upgraded most of the building's non-theatrical lighting and upgraded the heating and cooling plants. Figure 7 shows the cost of future improvements sorted by priority. This graph shows that there are a lot of improvements that will be required in the next 5 years. Figure 8 shows the types of improvements that are recommended in 1 to 5 years, most of these improvements are building shell improvements and building services.

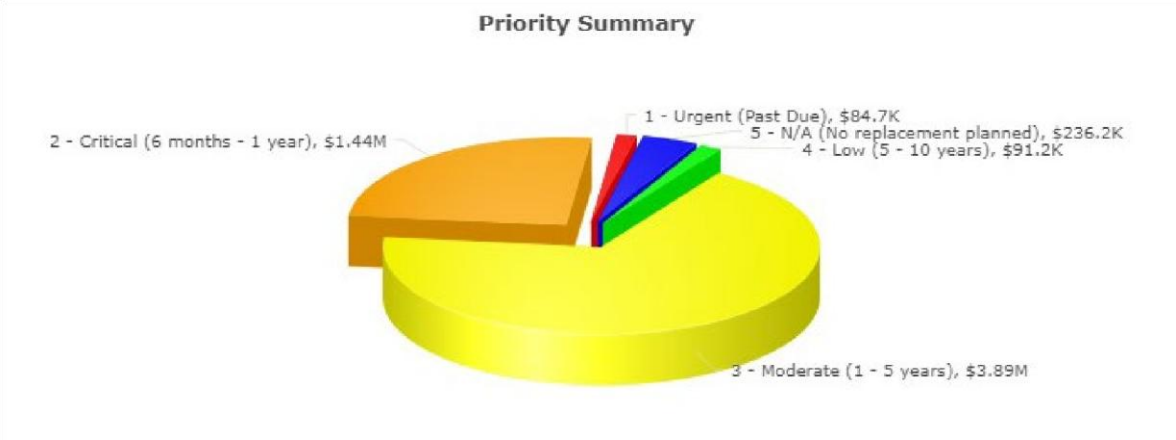


Figure 7 – Priority Cost Improvements

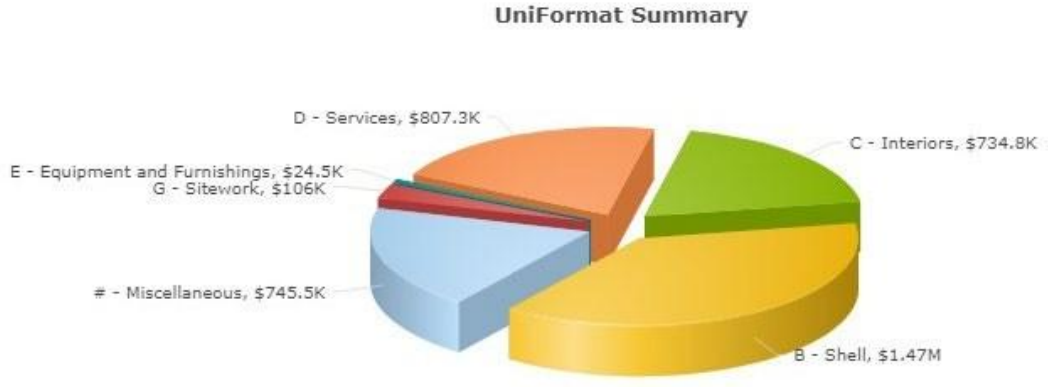


Figure 8 – Improvements Required in 1 to 5 years

A condition assessment of the building envelope, including thermal scans, was performed in 2019 by SME. The assessment recommended replacing the sloped windows on the Mainstage atrium lobby as well as a variety of masonry repairs and sealant replacement. Those costs have been incorporated into the facility assessment system.

Building finishes have been updated in the areas noted above. The remainder of the carpets and ceilings in the building are at end of life and should be planned for replacement. Very high traffic areas like the main entry for Grand Upton Hall should be budgeted for carpet replacement every 1 to 5 years. Mainstage lobby carpet should be planned for replacement every 5 to 10 years.

ADA compliance is a concern throughout the facility in areas like the ticketing and support spaces at the north entry. These two spaces also have life safety code concerns due to improper fire separation between public and service. Building restrooms also require

remodeling to meet current ADA standards.

Most of the Mendel Center air handling units are at the end of useful life and many are leaking badly from rust and corrosion. These units should be scheduled for planned replacement in the next 2 to 3 years as reliability will only continue to decline and maintenance and energy costs to operate them will only increase. Failure of these units will result in a lack of ventilation for the building the inability to hold events at the Mendel Center. Replacing this equipment should be considered critical to the future reliability of the building. It should also be noted the unreliability of the current equipment is the cause of the out-of-control humidity levels that frequently occur in the building, causing the decline of absorbent materials in the building like carpets, upholstery, and theatrical curtains.

The electrical system is functioning but arc flash updates are recommended for the 3000A main electrical switchboard to comply with NFPA 70E. Several panelboards throughout the building are not clearly labeled and the facilities staff indicated that it has been extremely difficult to locate branch circuits. Therefore, it is recommended to develop 'As-Built' panelboard schedules and an electrical one-line diagram to provide reference documents for future work. The diesel generator performs all functions according to maintenance reports, but is nearing the end of life and should have provisions made for replacement soon.

The majority of lighting in the building has been re-lamped to LED, but there remain some interior and exterior areas that contain inefficient lamps that should be addressed. Minimal lighting controls with multiple manufacturers are also present throughout the building and it is recommended to update lighting controls for the entire building to meet ASHRAE 90.1-2013 and better increase energy efficiency. A large number of exit signs are not illuminated and repairs to existing exit signs only last a short time according to the facilities staff. It is recommended to replace all exit signs with LED for increased reliability. Lastly, the existing fire alarm system is an EST3 and appears to be in good working condition with no known issues to report.

Main Building

The Main Building dates back to 1968 and is over 300,000 square feet. The building has undergone many additions and renovation projects in selected areas, including replacing much of the major mechanical equipment and refreshing finishes in the last couple of years. Figure 9 shows the cost of future improvements. This graph shows that there are very few items that are Critical or Urgent priority (1 and 2) and many items that have recently been replaced (Priority 5). Lake Michigan College has done a great job at maintaining and improving the facility.



Figure 9 – Main Building Improvement Cost by Priority

A study of the building envelope was done by SME in 2018. The report provides several recommendations to stop moisture intrusion into the building, including extensive work around the Plaza Deck and replacing problematic windows. Much of this work was completed in the renovation project in 2020.

While areas of the building that have been renovated in the last 10 years meet current accessibility standards many of the areas that have not been renovated recently do not and have been noted in the observation report.

The new mechanical systems seem to be operating reliably and well; however, the new cooling tower is having debris get caught in the top drain basin, causing it to periodically plug up and overflow. Adding an inline filter and deep clean and flush of the system is recommended. There are some rooms on the top floor of C-wing and B-wing that seem to have room pressure issues. Additional return air grilles or transfer ducts may need to be added if the system cannot be balanced as is.

The electrical system is in good working condition with no major issues to report. A major renovation in recent years has updated the main electrical gear, generator and many of the panelboards throughout the building. The fire alarm system has also been upgraded along with a large amount of lighting. Notable issues include several panels nearing full capacity and a load study should be performed if future construction takes place. Some light fixtures are also still fluorescent and updating these to LED will improve energy efficiency along with adding controls that meet ASHRAE 90.1-2013.

Niles Campus

The Niles Campus is 13 acres. The 34,000 square foot building was built in 1998. Figure 10

shows the cost of future improvements sorted by priority. This graph shows that there are a lot of improvements that will be required in the next 5 years. Figure 11 shows the types of improvements that are recommended in 1 to 5 years, most of these improvements are Sitework, building shell improvements and building services.

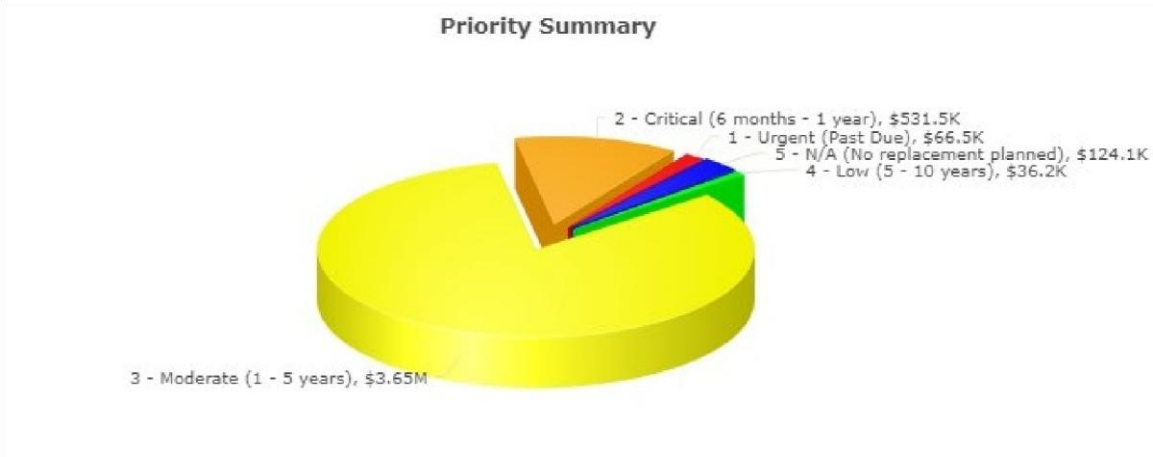


Figure 10 – Cost of Improvements by Priority



Figure 11 – Moderate Priority Recommendations

The site pavement has been evaluated and detailed in a study prepared by Abonmarche in 2018. This study outlined several improvements for parking and roadways. Some of these recommendations are included in a project currently under construction. In general, pavements are near the end of their useful life and numerous erosion issues should be addressed.

The building enclosure was evaluated by SME in 2020 and many water infiltration issues were identified. A series of patches and sealants can reduce water infiltration and preserve the building interiors for a time, but the long-term need is to remove roofing and siding to install proper weather cladding and sheathing underneath. The recommendations from

this report and their associated costs were incorporated into the assessment database.

The mechanical systems are well-maintained, but some of the major pieces are at the end of their useful life. There is also some pipe corrosion occurring and the boilers are failing prematurely suggesting that there are some water quality issues in the building. A water quality test is recommended to determine if a water softener should be added or if a different chemical treatment is necessary. The chiller is also at end of life and should be planned for replacement in the next year or two.

The electrical system is operating reliably with recommended arc flash updates for the 1200A main electrical switchboard to comply with NFPA 70E. With several panels nearing full capacity, a load study is recommended for all future work involving increased electrical load.

Much of the lighting throughout the building is fluorescent with no or limited controls. Appreciable energy savings could be realized by updating all lighting to LED by either re-lamping existing fixtures with LED lamps or replacing the entire fixture with an LED fixture and adding lighting controls that meet ASHRAE 90.1-2013. Location of the fixture, fixture type, owner preference, and the condition of the fixture housing all may assist in deciding on whether a re-lamp or complete fixture replacement is the best decision.

The current fire alarm system is not a voice fire alarm system as required by current Michigan Building Codes. Recommend replacing the existing fire alarm system with a new voice fire alarm system.

South Haven Campus

The South Haven Campus is 22 acres. The 41,000 square foot building was built in 2003. Figure 12 shows the cost of future improvements sorted by priority. This graph shows that there are a lot of improvements that will be required in the next 5 years. Figure 13 shows the types of improvements that are recommended in 1-5 years, most of these improvements are Sitework and building services. The biggest costs will be boiler replacement, lighting replacement and parking lot re-pavement.

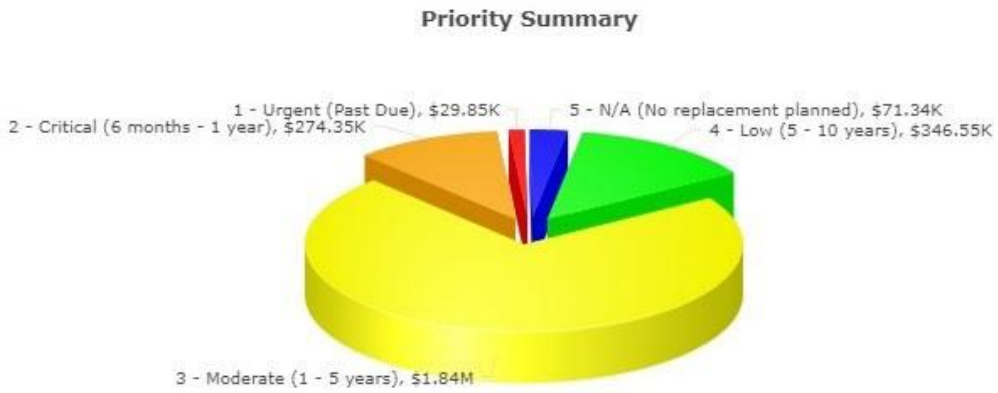


Figure 12 – Cost of Improvements by Priority

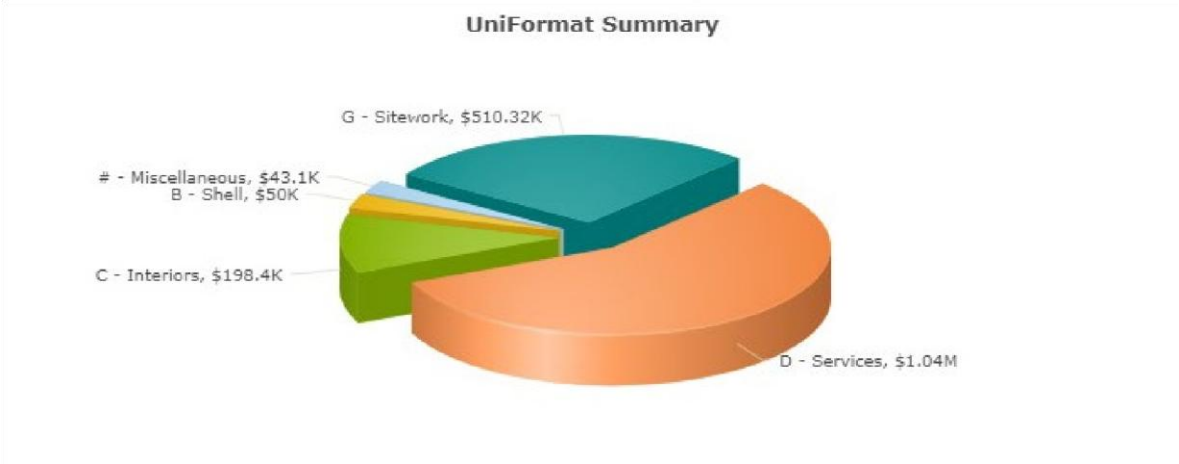


Figure 13 – Moderate Priority Recommendations

The site pavement has been evaluated and detailed in a study prepared by Abonmarche in 2018. This study outlined several improvements for parking and roadways. Some of these recommendations are included in a project currently under construction. Individual entries for parking and drives with costs for improvements have been entered based on this study and additional observations by Progressive AE. In general, pavements are near the end of their useful life and numerous erosion issues should be addressed. The main entry plaza has some cracks and salt damage. This should be reviewed and repaired annually with a plan to replace the plaza in 5 to 10 years.

The building has been well-cared for; however, some finishes, like carpet are nearing the end of life.
Carpet in high-traffic areas like corridors and KidZone should be planned for replacement every 5 years. Classrooms should be planned for replacement every 10 to 15 years, depending on usage.

The building exterior has some issues with sealants and weeps that should be addressed to ensure the longevity of the building enclosure.

The building mechanical systems are running well, but heating and cooling equipment is approaching the end of life. Within the next 5 years, a planned replacement should be budgeted and scheduled to avoid the added cost and inconvenience to building programs of an emergency replacement.

The electrical system is in good condition with recommended arc energy and arc flash updates for the 1200A main electrical switchboard to comply with NEC 240.87 and NFPA 70E. The natural gas generator performs all functions according to maintenance reports and does not plan on being replaced at this time.

Most of the interior lighting in the building is fluorescent with many fixtures not working or having a low performance. Most exterior lighting for the building is fluorescent or high-pressure sodium. It is recommended to upgrade all lighting to LED fixtures or re-lamp with LED for appreciable energy savings. Location of the fixture, fixture type, owner preference, and the condition of the fixture housing all may assist in deciding on whether a re-lamp or complete fixture replacement is the best decision.

The facility staff also indicated that they are replacing lamps more frequently at the South Haven campus compared to other Lake Michigan College buildings, which may be attributed to a power quality issue. Lighting controls were present in some areas in the building; however, it is recommended to update lighting controls for the entire building with occupancy sensors, photocells and dimmers to meet the 2015 Energy Code to better increase energy efficiency.

The existing fire alarm system was installed in 2002 and is in good working condition with no known issues; however, the system is not a voice fire alarm system as required by the current Michigan Building Code. It is recommended to replace the fire alarm system with a voice fire alarm notification system.

Arc Flash

Nearly all the facilities evaluated had issues with arc flash labeling and reduction. Arc flash is a phenomenon when an electric current leaves its intended path and travels through the air from one conductor to another. In recent decades OSHA has identified arc flash as a risk near electrical panels and other electrical gear that should be identified and mitigated where possible.

While employees are responsible for complying with safety-related work practices and

procedures provided by the employer, arc flash labeling is the responsibility of the employer. In order to comply with the label requirement of NFPA 70E, labeling is required for any piece of electrical equipment that may need examination, adjustment, service or maintenance while energized, creating the potential for an arc flash incident to occur. An arc flash study should be performed if changes in the electrical system can influence the results or at intervals not to exceed five years.

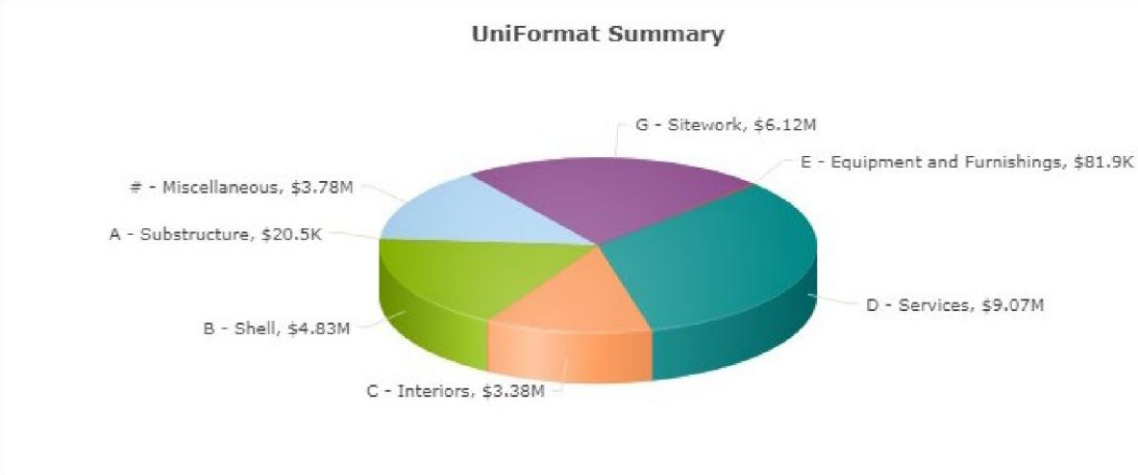
Arc energy reduction was first introduced in the 2011 National Electrical Code, which was adopted by Michigan in 2013. The code section is regarding "the highest continuous current trip setting for which the actual overcurrent device installed in a circuit breaker is rated or can be adjusted is 1200 A or higher". Arc-energy reduction is designed to reduce the amount of arc-energy that may occur while a worker is servicing energized equipment. Under the Michigan Electrical Code, “Electrical systems lawfully in existence at the time of the adoption of this [Arc Energy Reduction] code shall be permitted to have their use and maintenance continued if the use, maintenance, or repair is in accordance with the original design and no hazard to life, health, or property is created by this electrical system as determined by the code". Although further action may not be required by code where existing systems were installed before implementation of the code and where no major electrical alterations have occurred since the arc-energy reduction is a safety precaution and it is recommended to add to systems where it is possible.

While this assessment has done a cursory look at arc flash considerations, a comprehensive arc flash study of all buildings is recommended to understand the full scope.

Project Expenditures

Summary of Costs







Appendix C –
Notable Space Updates and Future Space Needs

The College reviews space needs on an annual basis to align with programming needs. Over the last ten years notable facility changes include the following:

Benton Harbor Campus

- Renovated the College café, supporting the ability to offer a broader menu to students, and increased seating capacity.
- Constructed 188-bed Beckwith Residence Hall, which opened to student residents in July 2014.
- Expanded Health Science facilities to upgrade Nursing classrooms and labs and support new EMT/Paramedic, Medical Assistant, Pharmacy Technology, and expanded CNA programming.
- Opened a new culinary education center in 2017 and in 2020 moved into the new state-of-the-art culinary kitchen and restaurant teaching spaces at the Main Building to address increased demand and certification requirements.
- Added 43,400 GSF of space through the purchase of the Western Michigan University Southwest building in 2018, now called Todd Center.
    - It houses Business, Computer Information Systems and consists of 17 classrooms including three classrooms which open to a larger multifunctional meeting space, faculty and staff offices, café commons, and open study and collaboration space.
    - Retrofitted classrooms 1303 and 1309, including lab storage areas, in the spring of 2024 to support the Police Academy summer program beginning summer of 2025.
    - Replaced the boiler in summer 2026.
- The Wine & Viticulture Technology facility (Welch Center) on the Benton Harbor Campus, opened in 2019. Welch Center includes two classrooms, faculty and staff offices, fully functional teaching winery, and open collaboration space.
- Numerous renovations at Mendel Center 2018 to 2025:
    - Modernized energy system retrofit replacing equipment near end of life summer of 2020.
    - Remodeled Hanson Theatre which supports the Visual & Performing Arts programs with new finishes, acoustics enhancements, and new house and stage lighting in 2019 and 2022.

    - Energy efficient windows and envelope repairs, along with partial HVAC replacements and remodeling of some academic spaces and common areas was completed summer of 2025.
    - Converted antiquated television studios into a Music Technology Lab and Recording Studio 2018-2020.
    - Converted the temporary Wine production to a Scenery Workshop for the Drama and Stagecraft classes upon completion of Welch Center. Opened to students in the fall of 2020.
- Retrofit two existing rooms to create Fitness Lab for students and employees, completed in February 2020.
- As part of the recent Main Building Renovation, the following components were completed in the summer of 2020:
    - Renovated approximately 50 classrooms and two lecture halls with updated teaching technologies to improve distance education delivery, enhance active learning and student success, and better prepare students for the use of "real-world" technologies at work or in advanced studies.
    - Relocated faculty offices to be adjacent to student learning support spaces.
    - Co-located all health sciences disciplines into one central zone of C-Wing.
    - Right-sized classrooms for effective instruction using updated instructional technology.
    - Improved flow of student services to make processes clearer and enhance the student enrollment experience for first-time and non-traditional students.
    - Improved student learning environment by upgrading heating and cooling systems.
    - Created an Instructional Design & Teaching Technology to assist faculty with redesigning curricula, identifying and learning new instructional technologies, expanding and improving distance teaching and learning, and incorporating innovative technologies into the classroom.
    - Created new collaborative learning and engagement spaces that provide students with group study and classroom project preparation areas.
    - Developed an English as a Second Language and Writing Lab to support our diverse student body.
    - Addressed numerous student and employee safety and security concerns.
- Constructed and opened Hanson Technology Center Fall 2016, which houses:
    - Advanced Manufacturing and Welding programs. Following initial startup, it was determined that the existing exhaust system in the welding laboratory was

insufficient for effectively managing welding fumes and particulates, necessitating a system upgrade. A new exhaust and gas distribution system was completed in the summer of 2025. This upgrade included the installation of an exterior manifold gas system that supplies various gases directly to individual welding booths. The improvements significantly enhanced safety within the laboratory and optimized gas usage across the facility.

  - Fab Lab - open access digital fabrication studio and collaborative workshop. Provides access to information, tools/machines (including laser cutters, 3D printers, commercial sewing machines, vinyl cutters, woodshop, CNC router, and hand tools), software, and space for anyone who has an interest in learning and creating.

- Renovation to existing space in the Main Building served to expand and improve the Sonography and Radiologic Technician programs. The additional space allows the Sonography program to offer additional program certificates which are an added value to program graduates and practicing sonographers in area healthcare organizations. Renovations for Radiologic Technology were completed in the summer of 2025 to enhance the program and allow students additional study / debrief space.

South Haven Campus

- South Haven Public Schools – entered a partnership with local K-12 district for dual enrollment classes to be offered on the South Haven Campus.
- Renovated space to provide a Certified Nursing Assistant (CNA) and Phlebotomy lab to allow program expansion to meet community needs.
- Renovate Biology and Chemistry labs.
- Constructed a Pearson Vue Assessment Center.
- Expanded the campus community room to support larger programming needs.
- Renovated several underutilized general classrooms to create a Physical Therapy Assistant lab which supports this new college program.
- Through a collaboration with a Michigan State University grant, a hoophouse was constructed on the property that supports the local migrant workforce and serves as a venue to launch a new agriculture program in the community.

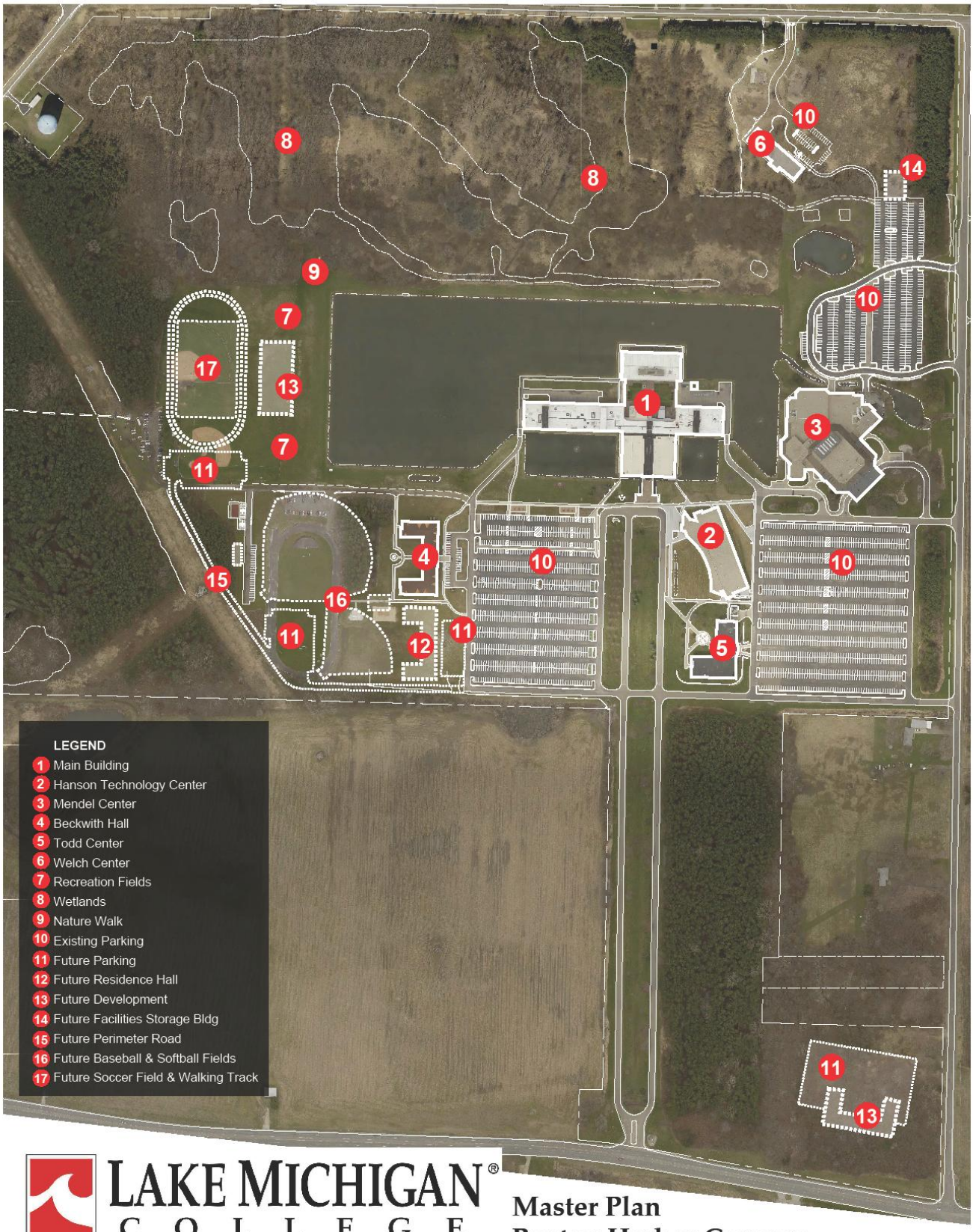
Future Identified Space Needs

The College is prioritizing funding additional projects that support academic excellence, student success, employee experience, and community impact. They include:

- Expansion of Career and Workforce Education programs, particularly in advanced manufacturing.

- Expansion of general classroom and faculty office space for expanding programs and targeted growth in Arts & Sciences disciplines, such as English, Math, World Languages, ESL, Philosophy, College Life Skills/First Year Experience, Education, Early Childhood Development, Exercise Science, and Psychology.
- Continued investment in Visual & Performing Arts spaces in the Main Building and Mendel Center on the Benton Harbor Campus to build both academic programs and community impact.
- Renovation of Science Labs at the South Haven Campus to increase room capacity, safety, and flexibility of course offerings for all students.
- Review of existing space at the South Haven Campus to identify opportunities for expansion of college enrollment, programs, and services to meet the workforce needs of the communities served by those campuses, such as Drone Piloting, Craft Brewing, English as a Second Language, and eSports Competition Space.
- Support partnerships with local K-12 district for dual enrollment classes to be offered on Benton Harbor Campus.

Appendix D – Campus Master Plans



LAKE MICHIGAN® COLLEGE

Master Plan
Benton Harbor Campus

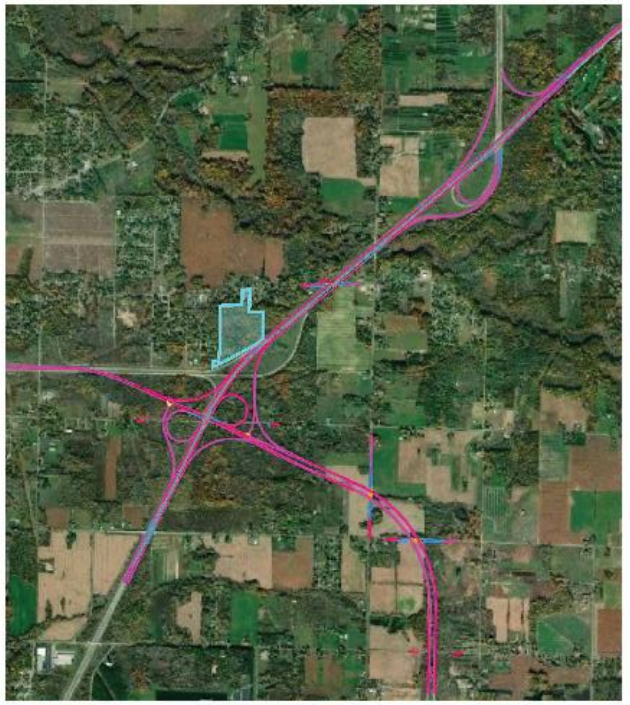


South Haven Campus Master Plan

LAKE MICHIGAN® COLLEGE



2840 Territorial Rd & 321 Vernon Rd



Future Bi-Pass

LAKE MICHIGAN® COLLEGE

Appendix E – Information Technology Strategic Plan

Lake Michigan College
Information Technologies
Strategic Plan
2028-2032

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Introduction

Information Technology (IT) serves as the foundation of Lake Michigan College's ability to deliver innovative, efficient, and student-centered services. As technology continues to evolve, IT's role extends beyond support—it is a strategic partner in advancing the College's mission, enhancing institutional effectiveness, and enabling academic and operational excellence.

The 2027–2031 IT Strategic Plan builds on prior successes and aligns technology initiatives with institutional priorities. This plan emphasizes digital transformation, data-informed decision-making, and secure, resilient infrastructure that empowers students, faculty, and staff to achieve their highest potential. Through collaboration, accountability, and innovation, IT will continue to drive progress that strengthens the College's impact across the community.

Mission of IT

To strategically advance the mission of Lake Michigan College by delivering secure, innovative, and data-driven technology solutions that empower learning, enhance operational excellence, and foster community impact.

Primary Service Areas

The Information Technology division fulfills its mission through three primary service areas that align with the College's strategic pillars of Academic Excellence**,** Student Success**,** Employee Experience**,** and Community Impact**.**

C. Service and Operations

The Service and Operations team provides reliable, responsive, and secure technology infrastructure and support across all College campuses. This includes end-user services, classroom and instructional technology, network and systems management, cybersecurity, and asset lifecycle management. The team ensures that day-to-day operations run efficiently while advancing a security-focused technology environment.

D. Enterprise Resource Planning (ERP)

The ERP team manages and optimizes enterprise applications that support the College's academic, administrative, and student service functions. This includes maintaining data integrity, implementing process improvements, and advancing system integration to streamline operations. The team plays a pivotal role in driving digital transformation and ensuring that technology investments deliver measurable value.

E. Institutional Research (IR)

The Institutional Research team leads the College's efforts in data governance, analytics, and reporting to inform strategic decision-making. By providing timely, accurate, and actionable insights, IR enables continuous improvement, supports accreditation, and advances student success through evidence-based planning and assessment.

IT Risk Management & Security

In an era of increasing digital dependency, effective risk management and cybersecurity are essential to sustaining the College's mission and protecting institutional assets. Lake Michigan College's Information Technology division is committed to proactively identifying, assessing, and mitigating risks that could impact the confidentiality, integrity, and availability of data, systems, and services.

The IT Risk Management and Security program integrates governance, policy, and technology to ensure resilience and compliance with industry standards and regulatory requirements. The program focuses on embedding security into every layer of technology operations—from network architecture to end-user awareness—while promoting a culture of shared responsibility across the College community.

Strategic objectives for IT Risk Management and Security include:

- **Risk Identification and Assessment:** Continuously evaluate emerging threats and vulnerabilities to anticipate and mitigate risks before they impact operations.
- **Governance and Compliance:** Maintain alignment with institutional policies, federal and state regulations, and best practices for information assurance.
- **Business Continuity and Resilience:** Ensure technology systems and critical services can withstand and recover quickly from disruptions through robust continuity planning, disaster recovery testing, and redundancy.
- **Security Awareness and Training:** Foster a security-minded culture through regular education, simulations, and engagement initiatives for students, faculty, and staff.
- **Continuous Improvement:** Use audits, penetration testing, and performance metrics to assess program maturity and guide future security investments.

Through these initiatives, the IT division will strengthen the College's digital resilience, safeguard institutional and personal data, and ensure that technology continues to be a trusted enabler of student success and organizational excellence.

FY26 Accomplishments

The IT service and operations department accomplished multiple tasks over the course of the fiscal year. Some of the accomplishments include those listed below.

- Service and operations
    - Refreshed Classroom lab technology in Hanson Tech Center, South haven, and C-wing 2nd Floor Main building (Student Success/Academic Excellence)
    - Refreshed Staff/Misc. Office PCs (Academic Excellence/Student Success/Employee Experience)
    - Replaced Network Core Layer (Student Success, Employee Experience)
    - Top of Rack Switch Refresh/Replacement (Student Success, Employee Experience)
    - Deployed 100% of our student loaner laptops for fall semester (Academic Excellence/Student Success)
    - End of Life Hardware audit (academic excellence and student success)
    - Data Security Incident Response Plan continued updates (Academic Excellence/Student Success/Employee Experience/Community Impact)
    - Annual Penetration Test (Academic Excellence/Student Success/Employee Experience/Community Impact)
    - Conducted Office 365 health check (Academic Excellence/Student Success/Employee Experience/Community Impact)
- Enterprise Resource Planning (ERP)
    - Implement Banner upgrades and patches (Academic Excellence/Student Success/Employee Experience/Community Impact)
    - Implement DegreeWorks upgrades and patches (Academic Excellence/Student Success/Employee Experience/Community Impact)
    - Continued sunsetting of legacy custom applications (Employee Experience)
- Institutional Research (IR)
    - Continue work on Data validation reports/ for clean-up data and definition of data entry standards (academic excellence and student success)
    - Continued Integration of other source systems to the reporting environment, such as Degree Works, Target X, Survey Monkey. (Academic Excellence/Student Success/Employee Experience/Community Impact)
    - Continue to rebuild Core Reports on Refactored Reporting Environment. (Academic Excellence/Student Success/Employee Experience/Community Impact)
    - Continue to make available data dashboards for departmental areas to

foster self-service environment (Employee Experience)
    - Continue to strengthen Data Governance program across the college (Academic Excellence/Student Success/Employee Experience/Community Impact)
    - Continue to compile data dictionary and business glossary (Academic Excellence/Student Success/Employee Experience/Community Impact)

IT Mission and Strategy Roadmap

The following roadmap outlines the major initiative goals of the LMC IT department over the next five fiscal years. Each goal will be re-evaluated annually and adjusted as necessary. Each initiative supports one or more of the four pillars; Academic Excellence, Community Impact, Employee Experience, and Student Success

FY27 Major Initiatives (Current Year)

- Service and Operation
    - Plan for End-of-Life Hardware Replacements
    - Network WAN Layer Refresh
    - Core Switch refresh
    - VX Rail/SAN replacement
    - Replace On-premises Virtualization and Storage Infrastructure
    - Continued review/strengthening of Cyber Security posture
    - Continued cybersecurity training initiatives
    - In conjunction with Service, Ops, ERP, IR, and other college departments, develop and implement AI Strategies
    - Establish AI governance
    - Identify high-value AI use cases
    - Establish AI training/enablement
    - Formalize and mature IT service management processes
    - Enterprise identity, MFA, SSO, privileged access, and account lifecycle strategy
    - Review Cybersecurity maturity roadmap / zero-trust strategy
    - Enterprise disaster recovery and business continuity modernization
- ERP
    - Continual Banner upgrades and patching
    - Security updates and patching
    - Continued decommission of custom apps
    - Web Application Security

    - Create/Review plan to migrate to Ellucian Cloud
    - Enterprise application inventory, lifecycle, and rationalization
    - Ongoing Enterprise digital accessibility initiative
    - Review and fine tune Enterprise integration/API strategy
    - Continued review of workflow/process automation
    - Develop and maintain an enterprise application portfolio and lifecycle strategy, including application rationalization, integration, security, supportability, licensing, and replacement planning.
- Institutional Research
    - Review and rebuild Core Reports on Refactored Reporting Environment.
    - Review IR specific strategic plan for future initiatives
    - Further integrate data into Data Lake for ease of consumption
    - Review long-term institutional data architecture
    - Develop and implement an enterprise data strategy encompassing data governance, data architecture, integration, data quality, reporting, analytics, and responsible use of institutional data.

FY28 Major Initiatives

- Service and Operation
    - Plan for End-of-Life Hardware Replacements
    - Replace On-premises Virtualization and Storage Infrastructure
    - Staff/Faculty PC Refresh
    - Edge Router Refresh
    - Firewall Refresh
    - Wireless/network capacity and segmentation strategy
    - Implement prioritized AI solutions
    - Integrate AI into selected administrative processes
    - Develop AI-enabled analytics and automation
    - Review Cybersecurity maturity roadmap / zero-trust strategy
    - Enterprise disaster recovery and business continuity modernization
- ERP
    - Continual Banner upgrades and patching
    - Review plan to migrate to Ellucian Cloud
    - Security updates and patching
    - Ongoing Enterprise digital accessibility initiative
    - Review and fine tune Enterprise integration/API strategy
- Institutional Research

    - Review and rebuild Core reports
    - Ongoing Data Governance integration
    - Review long-term institutional data architecture

FY29 Major Initiatives

- Service and Operation
    - Plan for End-of-Life Hardware Replacements for Access Points
    - Core Switch Refresh
    - Classroom PC Refresh
    - Student Loaner Refresh
    - Evaluate AI outcomes and expand successful use cases
    - Develop AI-assisted student/service experiences
    - Review Cybersecurity maturity roadmap / zero-trust strategy
    - Enterprise disaster recovery and business continuity modernization
- ERP
    - Continual Banner upgrades and patching
    - Review plan to migrate to Ellucian Cloud
    - Security updates and patching
    - Review Banner Database Server updates (if do not move to cloud)
    - Ongoing Enterprise digital accessibility initiative
    - Review and fine tune Enterprise integration/API strategy
    - Continued review of workflow/process automation
- Institutional Research
    - Review and update Core reports
    - Review long-term institutional data architecture

FY30 Major Initiatives

- Service and Operations
    - Plan for End-of-Life Hardware Replacements
    - Review Classroom/Lab Upgrade/EOL Needs
    - AP/WiFi Refresh
    - Banner Database server refresh (If we don't migrate to cloud)
    - Continued AI optimization, automation, analytics and emerging technology evaluation
    - Review Cybersecurity maturity roadmap / zero-trust strategy
    - Enterprise disaster recovery and business continuity modernization
- ERP

    - Continual Banner upgrades and patching
    - Ellucian Banner Cloud Migration
    - Security updates and patching
    - Ongoing Enterprise digital accessibility initiative
    - Review and fine tune Enterprise integration/API strategy
    - Continued review of workflow/process automation
- Institutional Research
    - Continued promotion Data Literacy
    - Continued research into predictive analytics
    - Review long-term institutional data architecture

FY31 Major Initiatives

- Service and Operations
    - Plan for End-of-Life Hardware Replacements
    - Review Classroom/Lab Upgrade/EOL Needs
    - Top of Rack Switch Replacement
    - Server Refreshes (EOL)
    - Review Cybersecurity maturity roadmap / zero-trust strategy
    - Enterprise disaster recovery and business continuity modernization
- ERP
    - Continual Banner upgrades and patching
    - Security updates and patching
    - Ongoing Enterprise digital accessibility initiative
    - Review and fine tune Enterprise integration/API strategy
- Institutional Research
    - Continued promotion Data Literacy
    - Continued research into predictive analytics
    - Review long-term institutional data architecture

FY32 Major Initiatives

- Service and Operations
    - Plan for End-of-Life Hardware Replacements

    - Review Classroom/Lab Upgrade/EOL Needs
    - Top of Rack Switch Replacement
    - Server Refreshes (EOL)
- ERP
    - Continual Banner upgrades and patching
    - Security updates and patching
- Institutional Research
    - Continued promotion Data Literacy
    - Continued research into predictive analytics
    - Review enterprise data strategy encompassing data governance, data architecture, integration, data quality, reporting, analytics, and responsible use of institutional data.

Conclusion

The 2028–2032 Information Technology Strategic Plan positions Lake Michigan College to leverage technology as a catalyst for innovation, efficiency, and student success. By aligning IT initiatives with institutional priorities, the College will continue to modernize its digital infrastructure, strengthen data-driven decision-making, and enhance the user experience for students, faculty, and staff.

Through strategic investment, collaborative governance, and a commitment to security and service excellence, the IT division will ensure that technology remains a trusted and transformative force across the College. This plan provides a roadmap for sustained progress—supporting the College's mission, advancing its vision, and empowering the communities it serves well into the future.

FY28 STATE OF MICHIGAN SUBMISSION – FIVE-YEAR CAPITAL OUTLAY PLAN

Annually, the State of Michigan requires all community colleges to update their capital outlay plans and post on their respective college websites. Complying with this request allows community college to request and receive capital outlay grant funding.

ACTION:

We recommend that the Lake Michigan College Board of Trustees approve the submission of the FY28 Five-Year Capital Outlay Plan, as proposed.

Motion by Ms. Blackmon with support by Mr. Weber to approve the submission of the FY28 Five-Year Capital Outlay Plan, as proposed.

Roll Call Vote - Chair Grover asked the board secretary for a roll call vote.

Yeas: Ms. Burghdoff, Mr. Weber, Ms. Gruber, Ms. Blackmon, Mr. Grover

Nays: None

Motion Approved