

Institutional Excellence & Community Enrichment Monitoring Report

2020 – 2024

(Cycle 26)

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

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

June 11, 2025



Institutional Excellence & Community Enrichment: A Combined Monitoring Report

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

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

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

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

- A new LCC Red Devils mascot, Flare, was revealed on May 19, 2025 (National Devil's Food Cake Day), filling a years-long void created by discovering that the previous "Devil Boy" image had an active trademark held by a commercial entity. The mascot refresh project included developing several different graphic images, a new costume, and an original song.
- LCC submitted the Year Six Policies, Regulations, and Finances Review report to the Northwest Commission on Colleges and Universities in August 2024 and received no findings.
- In August 2024, an LCC Open House and Career Pathways Showcase, intended to increase enrollment and boost community visibility, was held on campus. The event attracted over 200 visitors.
- LCC's web team created the accessibility training program assigned to all LCC employees in winter 2025 and delivered a customized training session to the Operations Council in April. The team has also performed an accessibility audit of all documents housed on the website. Significant remediation efforts are ongoing to ensure compliance with updates to the Americans with Disabilities Act that take effect in April 2026.
- An increase in marketing purchases resulted in a 10% increase in visits to the college's "apply" web page between winter 2024 and winter 2025.
- The college hired a new Executive Director and Assistant Director of Diversity, Equity, and Inclusion to guide our DEI strategic plan and increase the sense of belonging for faculty, staff, and students.
- The Lower Columbia College/WSUV Equity in the Classroom Summer Pedagogy Academy provided equity-minded tools and culturally responsive teaching practices. The tools and practices explored in the sessions support student success, retention, and a sense of belonging. The four-day summer academy also provided instructors with frameworks and feedback to create and implement meaningful change projects for their courses. Nine instructors participated in the first 2025 cohort at Lower Columbia College.

- The Executive Director of Diversity, Equity, and Inclusion and Vice President of Effectiveness and College Relations became certified Intercultural Development Inventory (IDI) administrators in early 2025.
- The Foundation's partnership with the local newspaper, The Daily News, continued in its 9th year to raise money annually for the Student Success fund. The annual yield from TDN's "Students in Need" campaign, along with two other grants from the Biella Foundation and Weyerhaeuser Giving Fund, covers most of the annual disbursement to students. We have increased the amount we are disbursing to students because of increased need.
- The Foundation has been in the active phase of the "Opportunity Can't Wait" capital campaign since January 2023. The goal is to raise \$15 million for state-of-the-art equipment for our new Vocational Building, athletic facility improvements, and student support. We have raised over \$13.7 million and developed numerous other public partnerships for these projects.
- The Foundation's focus on the College Success Fund and unrestricted giving has helped increase the overall support for the college and provides the flexibility we need to support the college's greatest needs. This is the largest amount of unrestricted giving the Foundation has ever received.
- The Foundation's efforts to cultivate planned giving and endowed giving have grown the Foundation's endowments exponentially, which helps the Foundation's long-term growth and support of the college.
- The Foundation tracks the completion rates of the Student Success Fund recipients. The results show that the fund is helping our most at-risk students complete their studies. We also implemented tracking scholarship recipients' completion and retention rates. Scholarship students are also completing at a much higher rate.
- The Foundation continues its efforts to increase the equity of our scholarship process by implementing and improving a scoring rubric and analyzing the demographic data of our applicants and awardees. For the second year, we implemented a second scholarship application cycle in the fall. This helps reach more students who enroll at LCC at different times of the year. Our Spring scholarship cycle has grown to record heights, and we will award over \$750,000 this summer.
- We are asking our students for feedback on our scholarship process to continuously improve the accessibility of our scholarship offerings.
- The Foundation once again had a clean audit regarding the FY24 Financial Statements.
- HR continues to improve and tweak our "Search Advocate" program to ensure our hiring practices are as equitable and inclusive as possible. Equity work regarding our hiring practices is a constant focus.
- HR analyzes and reports all hiring data annually to the Executive Leadership Team to monitor how our applicants fare through the process and determine gaps where applicants "fall off" the hiring process.
- Our "Red Devil Wellbeing" program encourages employee wellbeing in many ways and helps with employee engagement and satisfaction. We participated in "Bring Your Child to Work Day" this year, which was a huge success.
- In addition to the new onboarding platform that we use to help our new hires' experience be more streamlined and smooth, we implemented a new employee onboarding quarterly series. The 4-week series topics include: Campus Essentials: From

HR Resources & Campus Services to Safety & Beyond!; Finance & Payroll Unlocked: Insights Tailored for You; Technology, Cybersecurity, & You; Thriving Together: Wellness, Professional Development, & Campus Connections.

- Several actions were taken regarding campus safety and emergency preparedness:
 - Formed the LCC Community Emergency Response Team (CERT).
 - Organized Fall Quarter Safety Week with a full calendar of educational & training events.
 - Selected to participate in FEMA All-Hazard Training (rescheduled).
 - Held *Stop the Bleed* trainings.
- Actions taken to improve LCC facilities include:
 - Finalized design project for the Center for Vocational & Transitional Studies (CVTS).
 - Completed baseball field lighting design project.
 - Purchased a duplex on 19th Avenue to increase student housing capacity.
- Information Technology improvements include:
 - Converted campus email system to Gmail.
 - Developed a comprehensive 5-year technology replacement plan.
 - Completed Laserfiche document management project.
 - Standardized audiovisual (A/V) equipment solution in frequently problematic classrooms.
 - Implemented multi-factor authentication campus-wide for enhanced cybersecurity.
- Actions taken to improve the campus culture include:
 - Rebranded the LCC café to *Red Devils' Café*.
 - Established a partnership between Red Devils' Café and the Longview School District Culinary Program.
 - Acquired artwork from Tacoma Community College's Black Artist Exhibit for the LCC permanent collection.
- Athletic Department accomplishments include:
 - Men's Basketball won the 2025 NWAC Championship title.
 - Women's Softball won the 2025 NWAC Championship title, with a historic 48-0 record. This has never been done before.
- Actions regarding LCC's finances include:
 - Completed a finding-free FY2024 financial statement audit.
 - Completed a finding-free Federal Head Start audit.

Key Performance Indicator: Employee Satisfaction and Morale

The metrics below are based on a Likert scale with a low of “1” and a high of “5.”

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

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

	Similar Colleges - 2025	All Colleges – 2025	LCC - 2025	LCC - 2023	LCC - 2020	LCC - 2017	LCC – 2016
Mean Score	3.425	3.357	3.655	3.602	3.626	3.606	3.397

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

	Similar Colleges - 2025	All Colleges – 2025	LCC - 2025	LCC - 2023	LCC - 2020	LCC – 2017	LCC – 2016
Mean Score	3.507	3.458	3.741	3.706	3.747	3.690	3.488

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

	Similar Colleges - 2025	All Colleges – 2025	LCC - 2025	LCC - 2023	LCC - 2020	LCC - 2017	LCC – 2016
Mean Score	3.586	3.534	3.828	3.852	3.902	3.785	3.564

Question 27: My supervisor seriously considers my ideas.

	Similar Colleges - 2025	All Colleges – 2025	LCC - 2025	LCC - 2023	LCC - 2020	LCC - 2017	LCC – 2016
Mean Score	4.027	3.986	4.154	4.110	4.258	4.124	4.000

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

	Similar Colleges - 2025	All Colleges - 2025	LCC - 2025	LCC- 2023	LCC - 2020	LCC - 2017	LCC – 2016
Mean Score	4.001	3.982	4.123	4.117	4.115	3.996	3.985

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

- The employee PACE Survey is administered to LCC employees at least every three years.
- Administered in October 2024, 180 LCC employees completed the survey.

Table 2a: Employee PACE Survey Comparison by Benchmark Area
(Mission Fulfillment – Meet or Exceed Similar Colleges for overall and all benchmarks)
(Stretch Goal - Meet or Exceed All Colleges for overall and all benchmarks)

The metrics below are based on a Likert scale with a low of “1” and a high of “5.”

Benchmark Area	Similar Colleges - 2025		All Colleges - 2025		LCC - 2025	LCC - 2023	LCC - 2020	LCC - 2017	LCC - 2016
	Mean	Sig	Mean	Sig	Mean	Mean	Mean	Mean	Mean
Overall	3.904	**	3.867	***	4.069	4.027	4.111	4.015	3.919
Institutional Structure	3.585	**	3.538	***	3.806	3.748	3.842	3.760	3.628
Student Focus	4.108	*	4.134	**	4.249	4.203	4.346	4.247	4.189
Supervisory Relationship	4.005	*	3.965	**	4.163	4.134	4.172	4.071	3.957
Teamwork	4.054	*	4.029	*	4.169	4.181	4.207	4.129	4.046

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

*Statistically significant, meaning that the difference is not due to chance alone (*p<.05, **p<.01; ***p<.001)

Table 2b: Employee PACE Survey Comparison by Benchmark Area and Race/Ethnicity

The metrics below are based on a Likert scale with a low of “1” and a high of “5.”

Benchmark Area	Overall	Hispanic/Latino/a/x	White	Two or More Races
	Mean	Mean	Mean	Mean
Overall	4.069	4.232	4.022	4.164
Institutional Structure	3.806	4.005	3.756	3.967
Student Focus	4.249	4.285	4.248	4.278
Supervisory Relationship	4.163	4.324	4.089	4.233
Teamwork	4.169	4.528	4.114	4.300

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

Key Performance Indicator: Condition of Infrastructure

Table 3: Condition of Infrastructure (Physical Infrastructure)
(Mission fulfillment = 75%; stretch goal = 80%)

Metrics for Physical Infrastructure come from the Facilities Condition Survey, conducted once every biennium in odd years. Building ratings are as follows: 146-175 superior, 176-275 adequate, 276-350 needs improvement through maintenance, 351-475 needs improvement through renovation, >475 replace or renovate. An outside contractor provides the ratings at the request of the State Board for Community and Technical Colleges. The table below shows the percentage of square footage that is in “adequate” or better condition.

% of sq footage in adequate or better condition	2021	2023
LCC	80%	80%
System	68%	68%

Source: Facilities Condition Survey Report for LCC rates; [State Board Facilities Condition Dashboard](https://www.sbctc.edu/colleges-staff/research/data-public/facilities-dashboard) for system rates located at <https://www.sbctc.edu/colleges-staff/research/data-public/facilities-dashboard>.

- LCC continues to improve the overall score by maintaining its facilities.
- Please note: the Facilities Condition Survey excludes Enterprise-related space, so the total gross square footage in the survey doesn’t equal the total currently owned by the college.
- The next survey is scheduled for June 2025.

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

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

The Foundation has set the goal of raising the Foundation’s net assets to \$33 million by 2030 by focusing on growing endowment support for the Student Success Fund, Athletic Excellence Fund, College Success Fund, and through additional endowed student scholarships.

Year	2020	2021	2022	2023	2024
Net assets	\$19,771,132	\$24,702,757	\$22,400,145	\$25,358,921	\$33,830,379
Net assets annual growth (%)	8.13%	24.94%	-9.32%	13.21%	33.41%
Endowments	\$14,343,076	\$18,541,666	\$16,429,294	\$18,922,327	\$25,208,000
Endowments as proportion of net assets	72.55%	75.06%	73.34%	74.62%	74.51%

Source: LCC Foundation.

Please note: Endowments include Pledges Receivable.

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

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

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

Year	2020	2021	2022	2023	2024
Program support	\$1,058,612	\$936,044	\$1,066,159	\$1,350,292	\$1,760,911
Program support as proportion of net assets	5.35%	3.79%	4.76%	5.32%	5.21%
Endowed Scholarships	\$152,330	\$153,530	\$204,759	\$180,269	\$200,160
Annual Scholarships*	\$345,131	\$263,432	\$289,650	\$365,832	\$370,882
Total scholarships disbursed & Student Success Program Support	\$548,040	\$494,790	\$551,768	\$566,291	\$641,478
Direct Student Support as a proportion of program support	51.77%	52.86%	51.75%	41.94%	36.43%

Source: LCC Foundation. *Athletic scholarships included in Annual Scholarships.

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

Year	2020	2021	2022	2023	2024
Cash & Investments to Operating Expenditures					
Do we have sufficient cash flow and reserves to meet our operating expenditures?	24%	34%	45%	30%	32%

Source: Finance Office.

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

Key Performance Indicator: External Perceptions/Satisfaction with LCC

Table 7: Community Satisfaction with Mission Areas

(Mission Fulfillment = 90% or higher)

(Stretch Goal = 95% or higher)

The Community Perception Survey is administered every three years through paid advertising via The Daily News, the Kelso-Longview Chamber of Commerce newsletter, social media, etc. Figures represent the proportion that responded “agree” or “strongly agree” to statements beginning with “LCC does a good job of...”

Mission Area	2011-12 (n = 172)	2014-15 (n = 165)	2017-18 (n = 137)	2021-22^ (n = 125)	2024-25 (n = 48)
I - Workforce & Economic Development					
...providing students with the education and training needed to get a job or to get a better job.	94%	94%	93%	98%	98%
...helping employers in this community train their employees.	88%	84%	83%	90%	92%
II – Academic Transfer					
...providing students with the opportunity to obtain the first two years of a bachelor’s degree.	97%	96%	99%	97%	100%
...providing students with the opportunity to earn bachelor’s degrees. *	-	-	-	-	98%
III – Preparation for College Level Studies					
...providing people in our community with the opportunity to complete high school or earn a GED.	95%	98%	95%	99%	100%
...providing non-native English speakers in the community with the opportunity to learn English.	90%	95%	95%	96%	97%
...providing educational opportunities for students who are not yet ready to take college level courses.	97%	94%	94%	98%	98%
IV – Student Access, Support and Completion					
...making college accessible to the community by offering a wide variety of programs and services that are open to everyone.	96%	99%	96%	99%	100%
...making college accessible to the community by offering classes in convenient locations.	90%	99%	94%	99%	98%
...making college accessible to the community by offering a variety of online classes.	89%	95%	96%	99%	100%
...making college accessible to the community by keeping tuition costs lower than four-year institutions.	96%	93%	96%	96%	100%
...providing people in the community with the opportunity to graduate with a certificate or degree.	98%	98%	98%	98%	100%
V – Institutional Excellence and Community Enrichment					
...consistently providing high quality programs and services.	96%	97%	95%	96%	98%
...enriching the community with cultural events and opportunities.	NA	95%	94%	94%	100%
...enriching the community with athletic events and opportunities.	NA	96%	99%	95%	98%

^The survey was originally scheduled to be administered during the 2020-21 year but was delayed to the 2021-22 year due to the COVID-19 pandemic. *New question starting in 2025.

Key Performance Indicator: Employee Demographics

Table 8: Employee Demographics
(Mission Fulfillment = within 2% of community demographics for each group)
(Stretch Goal = within 1% of community demographics for each group)

LCC Employees (All Faculty & Staff)	2019-20	2020-21	2021-22	2022-23	2023-24
Female	71%	70%	70%	69%	71%
Male	29%	30%	29%	30%	28%
American Indian or Alaska Native	-	1%	1%	1%	1%
Asian	-	2%	2%	2%	3%
Black or African American	-	1%	1%	1%	1%
Hispanic or Latino	-	4%	5%	6%	7%
Native Hawaiian or Other Pacific Islander	-	0%	0%	0%	^^
Two or More Races	-	5%	6%	5%	5%
Other Race	-	1%	2%	2%	**
White	-	85%	82%	80%	78%
Race/Ethnicity Not Reported	-	2%	1%	3%	7%
Community (Cowlitz County)	2019	2020	2021	2022	2023
Female	50.5%	50.3%	50.0%	50.1% *	50.9%
Male	49.5%	49.7%	50.0%	49.9% *	49.1%
American Indian or Alaska Native alone	0.6%	^	0.9%	1.0%	0.2%
Asian alone	1.3%	^	1.3%	1.4%	0.9%
Black or African American alone	0.6%	^	0.2%	0.9%	0.8%
Hispanic or Latino	9.3%	^	9.9%	10.4%	10.8%
Native Hawaiian or Other Pacific Islander alone	0.2%	^	0.2%	0.0%	0.4%
Two or More Races	4.7%	^	6.0%	4.9%	6.6%
Some Other Race alone	0.0%	^	0.8%	0.5%	0.9%
White alone, not Hispanic or Latino	83.2%	^	80.6%	80.8%	79.3%
LCC Students (All Students)	2019-20	2020-21	2021-22	2022-23	2023-24
Female	68%	70%	70%	68%	68%
Male	32%	30%	30%	32%	32%
American Indian or Alaska Native	1%	1%	1%	1%	1%
Asian	3%	3%	3%	3%	3%
Black or African American	2%	2%	2%	2%	3%
Hispanic or Latino	13%	13%	15%	15%	17%
Native Hawaiian or Other Pacific Islander	<1%	<1%	<1%	<1%	1%
Two or More Races / Other Race	6%	6%	6%	6%	7%
White	74%	74%	72%	71%	69%

Employee data source: [State Board Faculty & Staff Data Dashboard](https://www.sbctc.edu/colleges-staff/research/data-public/faculty-and-staff-data-dashboard.aspx) located at <https://www.sbctc.edu/colleges-staff/research/data-public/faculty-and-staff-data-dashboard.aspx>. Student data source: LCC Fact Book. Community data source: [Census.gov ACS 1-Year Estimate Data Profiles](https://data.census.gov/cedsci/table?q=cowlitz%20county&tid=ACSDP1Y2019.DP05) located at <https://data.census.gov/cedsci/table?q=cowlitz%20county&tid=ACSDP1Y2019.DP05>. “–” Data not available. * Updated from previous monitoring report. ** “Other Race” Not available in faculty & staff data dashboard starting 2023-24. ^ 2020 Census race/ethnicity data is not available. ^^ Small n size, redacted to protect employee privacy. Note: For community demographics, Hispanic or Latino are not included in any other race category percentages; they’re all “not Hispanic or Latino.”

Key Performance Indicator: Employee Sense of Belonging

Table 9: Employee Sense of Belonging
(Mission Fulfillment = 3.75 or higher overall and for all groups)
(Stretch Goal = 4.5 or higher overall and for all groups)

Employee Responses to the following survey question: “The extent to which you experience a sense of belonging or community at this institution.” Based on a scale of 1 = strongly disagree; 2 = disagree; 3 = neither agree nor disagree; 4 = agree; 5 = strongly agree.

Employee Demographic	2022 Mean Score (n = 169)	2025 Mean Score (n = 162)
Overall (All Employees)	3.95	4.12
Female	4.07	4.15
Male	3.84	4.28
Hispanic, Latino/a/x	3.60	4.42
Two or more races	3.23	4.10
White	4.11	4.10
Age: 29 years old or younger	*	4.27
Age: 30-39	*	4.09
Age: 40-49	*	3.98
Age: 50-59	*	4.40
Age: 60 or older	*	**

Data Source: 2022 Diversity and Equity Campus Climate Survey, Higher Education Data Sharing (HEDS) Consortium. Starting 2025, the employee PACE survey administered by the National Initiative for Leadership and Institutional Effectiveness (NILIE) out of North Carolina State University. * Data not available. ** Not reportable due to small n size. Please note: for 2022 HEDS survey, the response options were based on a scale of 1 = very dissatisfied; 2 = generally dissatisfied; 3 = neither satisfied nor dissatisfied; 4 = generally satisfied; 5 = very satisfied.

- Starting in 2025, the employee PACE survey replaced the HEDS survey as the survey instrument for this KPI due to numerous problems with the 2022 HEDS survey administrator, including significant lag times in reporting and incorrectly coded data.

Analysis from the Review Team

Members include: Kendra Sprague, Nolan Wheeler & Dan Ruiz, co-chairs; Jason Arrowsmith, Joanna Asplund (community rep), Hiedi Bauer, Taylor Beck, Amy Boultinghouse, Robert Cochran, Kailie Drumm, Jeanne Hamer, Richard Hamilton, Bogyeong Kim (LCC Board of Trustees member), Mary Leach, Paula Marcum (student), Erin Monahan, Natalie Richie, Carmilla Rollins, Terry Smith, Stephanie Wozny (student).

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

- Our Foundation continues to be a major strength for the LCC community. The Foundation supports the college well, including direct student support and scholarships.
- The condition of physical infrastructure is well above the system rate. We're providing good infrastructure. Our grounds are gorgeous, and our buildings are nice.
- The employee PACE survey results are above similar colleges and all colleges for the different benchmark areas and overall.
- We are up in all categories for community satisfaction, even though the response rates have declined. Satisfaction with "helping employers in this community train their employees" is finally improving.
- We have more Hispanic representation in our student population than in the community.
- The athletics department has really knocked it out of the park again. It shows a lot of investment and support in seeing those programs succeed.
- Our cash and investments, over operating expenditures, have remained steady over the years, even during challenging times like the COVID-19 pandemic. We are above our goal of maintaining enough cash to operate for a full academic term.
- We met mission fulfillment for Sense of Belonging within the Hispanic/Latino/a/x population.

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

- There is still some work to be done to meet our established targets with employee demographics, particularly our Hispanic/Latino and male employee populations.

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

- The College could consider conducting a quarterly IT audit/check of classroom equipment. The College has been working to address classroom IT tech issues over the last year, and the computer lease program should help minimize classroom tech issues in the future.
- The Foundation has an opportunity to increase the net assets raised by 2030 since it has already surpassed its original 2030 goal.

- Declining community survey response rates create an opportunity to develop new methods of gathering input from the community (something the Institutional Research team is already working on).
- Continuing to develop our new employee onboarding programs provides an opportunity to support Employee Sense of Belonging.

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

- The economic volatility we're experiencing in the market could hinder donor philanthropy and the foundation's investment performance.
- Due to the budget, faculty and staff may have fewer opportunities to participate in growth opportunities such as conferences.
- The budget is a threat. With operating dollars, federal grants, etc., there are many unknowns right now. The budget could also have an overall impact on employee satisfaction, with a ripple effect on satisfaction, morale, and sense of well-being.