



FALL PLANNING SESSION OF THE BOARD OF TRUSTEES

Jackson College

Central Campus, George E Potter Center Board Room
October 22, 2021

The Fall Planning Session of the Board of Trustees of Jackson College was held on Friday, October 22, 2021, Via Zoom.

Board Members Present: Chairman, Sam Barnes; Vice Chairman, John Crist; Trustee, Philip Hoffman; Trustee Donna Lake; and Trustee Sheila Patterson.

Board Member Excused Absence: Trustee Matthein, Trustee Heins

Others Present: President Phelan, Darrell Norris, Cindy Allen, Jason Valente, Jeremy Frew, Keith Book, Jennifer Dobbs, Bobby Beauchamp, Dr. Todd Butler, Zak McNit, Jerrimiah Turner, and Kelly Crum.

Chairman Sam Barnes called the meeting to order at 8:00AM Eastern Daylight Saving Time.

CONSIDERATION OF ADDITIONAL ITEMS OVERVIEW OF THE DAY

None

PUBLIC COMMENTS

None

CONTEXT SETTING

President Phelan provided a broad lens on factors impacting administrators and students of higher education: ecosystem-vigilant responsibility, understanding talent reprioritization, mental health and well-being attentiveness, politization of everything, diversity access, anticipating a fungible higher education marketplace, and creating distinctiveness.

He described that unemployment rates have fallen to 5.2% but are nowhere near the February 2020 pre-pandemic level of 3.5%. Year-over-year unemployment rates are down across all levels of educational attainment, with two groups appearing to be significantly affected (i.e., those with less than a high school diploma and those high school graduates with no college).

Unemployment increased across all industries but impacted the mining and oil-gas extraction industry at the highest rate of 10.2%.

As of June 2021, 6.2M people were still unable to return to their place of work. The labor force participation rate remains down and reflects the many people who have permanently left the market. While some industries continue to experience growth relative to February 2020, the majority are still reeling from significant declines in jobs, an indication that things are still nowhere near recovery.

The pandemic plunged students into a period of uncertainty. Overall, 87% were impacted through the various factors. Students faced an unprecedented type of financial insecurity. Persistence dropped by 2%, the lowest level seen since 2012. Nationally, college retention rates fell to 66.2%. Those enrolled in public 2-year institutions alone experienced a drop in retention of 5%. Overall higher education enrollments declined 3.5% in the Spring of 2021. Student Surveys indicate that undergraduates value lower tuition, free courses or higher scholarships and grants as the most attractive offers to expand their enrollment considerations. Students online would prefer a mix of online and classroom. Occupations requiring an Associate's Degree are expected to grow by 10.4% in the next 10 years.

President Phelan described the challenges facing the success of the the tuition-free community college via the America's College Promise Act of 2021, likely not to be passed. At the State level, he reported that Senate Bill 82 and House Bill 4400 were passed and signed by the Governor. He is continuing to work on advancing the BSN.

COLLEGE PROGRAM FEATURES

JASON VALENTE – ADVANCEMENT

Mr. Valente shared that creativity and ingenuity have been required in a transaction-based department, but there are exciting staff additions. Julie Hand is now the Associate VP for Advancement. Foundation assets have hit an all-time high while \$7M of support has been awarded. He described reconnecting with donors in meaningful ways like campus tours that have been reinstated. As retirees are some of the most generous donors, there are hopes to bring back the annual retiree breakfast and reengaging them. Small group campus tours are in the works, as well as blending campus community and stakeholders – bringing faculty and content experts on visits. Regarding the student lens, there has been an overhaul of the scholarship application and award process to remove barriers. Emergency support in place includes the prototyped laptop loaner program, processing emergency aid requests (nearly 375 for food, housing transportation, and other), and internet access (Mifl).

Mr. Valente noted that finding ways to keep students on their path is the main purpose. Building bridges with employees and revisiting innovation grant concepts are also being prioritized.

Chairman Barnes described his appreciation that staff are able to respond to student needs with urgency. Trustee Patterson thanked Mr. Valente for his work and support with the caring and well-being of the students. Chairman Barnes described his support for eliminating barriers for students. Vice-Chairman Crist and Mr. Valente discussed helping students with thank you letters.

JEREMY FREW – CEP PROGRAM

Provost Frew described the CEP program as Jackson College's mission in action and introduced Dr. Todd Butler (Dean, Arts & Sciences) who walked the Board through the history of CEP, with the College returning to prison education in 2012 and the pathways from prison program beginning in 2014. In 2016 there was a Second Chance Pell, and in 2022 the Pell will be restored for all.

Bobby Beauchamp (Director, Jackson College Corrections Education Program) described 8 facilities currently being served and the CEP programming. The distance learning model has now moved to a hybrid distance learning. Zak McNitt (Registrar) described embedding the CEP program into student services allowing a full team effort to positively effect the CEP program, creating more equity for CEP participants and a large culture shift. Sam Fonseca (Student Success Navigator – JCCEP) described the CEP student journey with the navigator's assistance, acting as a total resource asset for the CEP student, as a liaison between them and the various departments.

Bobby Beauchamp shared some student and families of students' success stories, as well as the programs next steps. They provide post release support, letters of recommendations, and pre and post release transfer options.

Chairman Barnes asked where the industry is at with the program data collection. Dr. Butler shared that the study is complete and the program is now fully established. The Pell will become permanent in 2022.

Chairman Barnes asked if CEP students are included in college data. Zak McNitt noted that the information is included but flagged. Trustee. Lake congratulated the CEP team and described how moving it is seeing the CEP students graduate. Chairman Barnes added to that.

CINDY ALLEN – HR/TALENT

Ms. Allen (Chief Operating Officer) and Jennifer Dobbs (Coordinator, Administrative Services) who described and shared data regarding the student employment program. She shared the department's pride in the student employee's diversity. 67% of student employees live on campus. 25% of the student employees are out of county students. The current retention rate to next term and to next year is currently 100%.

Ms. Dobbs shared the Fall 2021 student employee stats:

Average GPA = 3.23

Average Credits enrolled = 11.6

Total Credits Enrolled = 604

Total Students = 53
Total Positions = 61
First time Students = 13

She described collaboration with Michigan Works as well benefitting students during and after graduation. The new recruiting methods include updated job descriptions, higher wages (\$14/hour), with matching general funds. Supervisor training is also now in place to help the supervisors with setting goals, communicating, and the hiring process. The current student jobs are spread throughout nearly all college departments. Ms. Dobbs has spoken at two national conferences about the professional development and student success rates with the program. She shared positive current student employee and parent feedback. Coming up will be centralized orientation, virtual and in person, along with professional development collaboration with other departments.

Vice Chairman Crist expressed that Ms. Dobbs is a great asset to the organization. Chairman Barnes and Trustee Hoffman both shared that they were student employees at JC. Trustee lake thanked Ms. Dobbs for the informative presentation.

DARELL NORRIS – STUDENT HOUSING

Mr. Norris (Chief Financial Officer) introduced Jerrimiah Turner (Assistant Director of Resident Life). Mr. Turner described the current occupancy and the hopes to have more residents take advantage of the tiny homes. There are currently 0 confirmed cases of COVID-19. The department has been rebranded to Residence Life to emphasize the academic component of living on campus, with academic performance and success at the core of the housing program. Resident Assistants have been rebranded to Resident Mentors. Academic initiatives are also being implemented. As of July 2021, Residence Life has implemented a new community development model mirroring many components of a Residential Curriculum, including social programs and educational programs. Diversity, equity, and inclusion programs are designed to foster inclusion, respect, and appreciation for others. Community service and responsibility, personal wellness, and life skills development are also emphasized by Resident Mentors. Mr. Turner also described elements of his community development model.

Mr. Turner described that housing is low, effected by mandatory vaccination. Recruiting is in process for Mentors. Multiple diversity and equity initiatives are also being considered.

Trustee Patterson welcomed Mr. Turner and expressed her appreciation for the report.

DIVERSITY, EQUITY & BELONGING

Ms. Cindy Allen provided some staff DEI statistics. US Census numbers for Jackson County are at 8.1% African American, 2.8% two races, and 3.6% Hispanic.

JC's overall employee groups is over 11% Separately, JC's adjuncts (hired through NEOGOV) are over 10%. JC's overall student demographics is 10% black or African American, 5% Hispanic and 5% more than one race.

Ms. Kelly Crum (Chief Diversity Office/Director of Diversity, Equity & Belonging) presented, beginning with a thank you to Mykayla Giles, her Department Coordinator.

Ms. Crum shared definitions of diversity, equity, and belonging. She described the Diversity Committees on campus:
Committee for Equity Outcomes
Committee for Diversity Equity & Belonging
Committee for Equity Documentation
Committee for Equity Audit.

Ms. Crum also described the Affinity Center on campus. The Affinity Groups are formed around a shared identity or common goal to build community among members of non-dominant groups and to foster an inclusive campus environment. Groups include Faith-based, Elderly, Latin X/Hispanic, East Indian, LGBTQIA+, African American, and Asian.

Ms. Crum also pointed the group to the robust website.

Chairman Barnes provided encouragement and hopes that the staffing is sufficient to meet these important goals. Ms. Crum thanked Ms. Allen for the support that has been provided. Trustee Patterson shared her support of the work and Ms. Crum's efforts.

Trustee Hoffman asked what is being done for the Christmas holiday. Ms. Crum described outreach to the community for students that are still on campus even though the campus will be closed. Trustee Hoffman asked if putting up a Christmas tree would be permissible in the Residence Life, to which Ms. Crum responded it would be permissible observing safety precautions. Chairman Barnes noted that closing the campus for the Christmas holiday is a large display of support of the holiday, to which Trustee Hoffman agreed. Chairman Barnes thanked Ms. Crum for her presentation.

MONITORING REPORT SCHEDULE & PROGRESS TO DATE

This topic will be discussed at the November 8th Board meeting.

FACILITIES REPORT

Mr. Norris described deferred maintenance and that a capital outlay request is being created for McDivitt Hall around \$45M, with half to be potentially matched by the state of Michigan. He also outlined some fiscal Year 2021-22 facility improvements such as athletic field improvements, and astronomy observatory, and the Potter Center.

Chairman Barnes asked Mr. Norris how the indebtedment would be affected by the \$45M investment. President Phelan noted some gifts that Mr. Valente is working on.

Trustee Hoffman noted the wish to be debt-free by 2028. Mr. Norris noted that the debt of CV3 goes past 2028 but opportunities will be investigated to reduce the obligations with the goal to still be debt-free by 2028. Mr. Norris reported for Trustee Hoffman that the total debt is \$31,500,118. He will get the non-voting debt obligations for Trustee Hoffman and this will be added to the November Board meeting.

President Phelan reported that managing internally would be the preference for future developments.

Mr. Norris shared for Trustee Crist and Chairman Barnes the indebtedment is targeted to be around 8-9%.

Trustee Crist noted that housing is currently at 31% capacity and discussed the plan going forward. President Phelan described a massive rebranding of the institution and in the workforce development program. He also described a possibility of having artists in residents in the theatre as well. Between a combination of marketing and a mix of students that live in student housing, building inhabitation should trend up. Trustee Crist noted that pre-pandemic numbers were at 80-90% capacity and much of this is gaining comfort in a COVID world with a 2-3 year ramp-up. He also noted that there are currently less students but they stay with the persistence.

OPERATING BUDGET REVIEW

Mr. Norris walked the Board through the FY '22 Budget – Q1 Report, HEERF Funding, and Single Audit Review – Student balances.

Q1 income over expenses very similar to last year

- Revenue: \$17,815,469
- Expenses: \$9,317,303
- Income over expenses: \$8,498,166

Plant fund balance is \$7,391,743. This fund is used to meet the Board policy requirements for major maintenance and technology equipment investments

Cash balance at the end of Q1 was \$24,225,566

The use of the remaining HEERF funds will happen in the current fiscal year and will benefit the financial position of the College. Mr. Norris reported for Trustee Crist how HEERF funds can be used. Jackson College received a finding related to the use of HEERF funds to provide past due balance relief to students. Staff are waiting to receive the written finding from Rehmann. A corrective action plan will be provided, but the College does not plan to have a past due balance relief program in the future as it was a one time use of HEERF funds.

OTHER BOARD ITEMS

President Phelan thanked the Leadership Council (50% of the size it was pre-pandemic) and the Board of Trustees.

Trustee Lake noted that another group of owners will have been met with before the next Board meeting in November in order to share more ownership linkage feedback.

President Phelan asked if the Board would like to have a Christmas Wickwire celebration this year. All present Trustees voted yes to have that gathering.

Chairman Barnes asked if the Board would like to consider the campus footprint, consider possibly consolidating in light of the hybrid attendance. He asked staff to consider what might be needed rather than what Jackson College has and needs to maintain. Trustee Hoffman asked if administration could do an inventory of the current physical assets that could be spun off as excess. President Phelan noted that he has been already working on this and that it will be further discussed at the Leadership Council Retreat in November. He reported that considerations are being made for the Maher campus, the Adrian Campus, as well as a study is being undertaken on deferred maintenance as well.

Chairman Barnes asked if a potential schedule could be put together beyond the Chamber for the next year of meetings by Trustees Lake and Crist.

PLUS/DELTA

Trustee Hoffman shared that he enjoyed the many, but not long, reports that kept his interest. Trustee Lake enjoyed the reports to understand what is going on behind the scenes and what is rarely seen. Trustee Crist liked the reports from the individuals beneath the leadership. Trustee Barnes echoed 100% of what the fellow Trustees said. Trustee Patterson described appreciation for the programs centering around student success.

Trustee Lake described hoping to be in-person for future meetings. Chairman Barnes described hoping that policies will continue to be driven by the most up to date science.

TRUSTEE HOFFMAN MOVED TO ADJOURN. CHAIRMAN BARNES ADJOURNED THE MEETING AT 11:56AM.

The foregoing minutes for the 2021 Fall Planning Session of the Board of Trustees held on Friday, October 22, 2021 were approved at the regular meeting of the Board held on Monday, November 8, 2021.



Chairman