



SPRING PLANNING SESSION OF THE BOARD OF TRUSTEES

Jackson College

Central Campus

Bert Walker Community Rooms 144 & 145

March 21, 2022

The Spring Planning Session of the Board of Trustees of Jackson College was held on Monday, March 21, 2022, at the Central Campus of Jackson College, Bert Walker Hall Community Rooms 144 & 145.

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

Others Present: *President Phelan*, Cindy Allen, Jason Valente, Jeremy Frew, E. Wayne Rose, Julie Hand, Keith Book, Jesse Wallenfang, Jacob Inosencio, Elizabeth Story, Kelly Crum, and Rose Mercier.

Chairman Sam Barnes called the meeting to order at 7:30AM Eastern Daylight Time.

DECLARATION OF CONFLICT OF INTEREST

None

PUBLIC COMMENTS

None

CONTEXT SETTING

President Phelan provided an overview of the agenda for the day's meeting and introduced Rose Mercier, Senior Consultant with the Governance Coach, who has been advising the Board's work on ownership-linkage.

OWNERSHIP LINKAGE FINDINGS

Rose Mercier shared a summary of the Ownership-Linkage process to-date. The Ownership-Linkage Committee, (i.e., Vice Chairman Crist and Trustee Lake), has been meeting with local school and employer organizations to discuss the role of Jackson College within the community, opportunities created by the College's presence, benefits that Jackson College offers to students, the most significant challenges that the Owners expect our community to face in the next 5-10 years. The Committee also sought to understand what, what amongst those challenges, that Jackson College could address, the attendant benefits to the larger community that Jackson College students provide, as well as the opportunities for Jackson College to make and support positive changes

in the community, with a particular emphasis on business, industry and professional trades. The responses to these questions allow the Board to review and adjust its ENDS policy as needed.

Trustee Lake described the meetings as an “eye opening experience” but noted that similarities in responses between groups indicated that a review and adjustment of the questions which we ask them, as well as expanding the variety of organizations with which the Committee plans to meet, may be needed to get a more robust spread of answers. The development and inclusion of an FAQ page with quick Jackson College facts – enrollment, graduation, job placement rate, etc., would be helpful during the meetings.

Trustee Lake and Vice Chairman Crist explained some difficulties the Committee has experienced in meeting with the full boards of local schools, which may have led their responses to be more operationally, than strategically and future focused.

Trustee Hoffman inquired whether the boards leveled criticisms at Jackson College during these meetings and if so, how did the Committee respond? Vice Chairman Crist and Trustee Lake confirmed that, as a practice, they did not respond to the criticisms and instead focused on listening to bring their concerns to the Board of Trustees. Vice Chairman Crist noted that several board members with whom they met had misconceptions about Jackson College, its programs, and history.

Rose Mercier then asked the Board, “What did we learn that helps us better understand the values, perspectives, and needs of the ownership groups with which they had met so far? Chairman Barnes summarized that they want Jackson College to be available, affordable, and seamless. Rose Mercier noted that a frequent theme was a desire for collaboration, to which Vice Chairman Crist agreed. Trustee Patterson noted the repeated interest in Jackson College’s dual enrollment, career pathways, and general affordability. Trustee Mathein noted that the Owners were likely seeking more specific answers than may be reasonable from the Board of Trustees and suggested speaking with the downstream customers of JAMA as well. Trustee Patterson stated that several owners’ responses noted concerns with the availability of K-12 teaching staff which is another issue with which Jackson College could help the community. Trustee Mathein inquired if the Career Center is still a valuable resource, to which Trustee Lake responded affirmatively, but with the caveat that awareness of the Career Center in the larger community may also be lacking.

To clarify confusion over JAMA’s comments about the lack of a manufacturing program presence on Jackson College’s campus, President Phelan recapped the manufacturing program history on Jackson College’s campus, the history of JAMA’s education and training program, and past efforts to initiate collaboration, from Jackson College’s perspective. He also confirmed that the new STEAM Factory, to be located on the main campus, will have modern manufacturing training equipment and programming. Trustee Heins stated that many of these issues are repeated failures of communication. Rose

Mercier notes that both internal and external communication problems can cause these differences between groups.

Rose Mercier asked if there are any other trends that the Board should think about that will change the landscape of education for the coming decades, to which Trustee Mathein noted that while both Jackson College and owners' groups frequently use the word pathway, they may have different definitions as to how it related to Jackson College programs.

Rose Mercier asked if there are any issues that may have an impact on the Board's ENDS policy change based upon the ownership linkage reports or the current discussions. Trustee Heins stated that he is comfortable with where the policy statement as it reads now. Chairman Barnes noted that if we are discussing student outcomes, then the Board is very comfortable with their ENDS statement and attending results. Skills that students need in the Jackson community include general workplace practices, work ethic, communication, and life skills.

President Phelan discussed unpacking the "At what cost" piece of funding and millage related conversations with owner groups. This is an issue that has always had lots of back and forth. Regarding millages, he noted that the College has made fourteen attempts to pass a millage, and he also noted that it took us a third attempt to pass the charter millage in 1963. There is always a good time and a bad time and a political time for such a request of the community and he is continually assessing this timing. He stated that is question is an important insofar as it speaks to our future. Again, he noted, what is it worth to the community?

Vice Chairman Crist noted that there was frequently a difference between the start and end of the ownership meetings on the issue of millages or funding, and a lack of awareness to both, as to whether the College is pursuing a new millage and when the last one was passed. Rose Mercier recommended a discussion on the wording and ordering of questions being asked to owners, for example, "What impact that would result if the College were to disappear from the community?" or "What is it worth to the community to have the College here?" as that can clarify issues that are hard to address in most framings of the millage issue. President Phelan suggested that millage information is perfect to include on a FAQ sheet to help contextualize things better for the owners and future O-L meetings.

Rose Mercier asked the board about what kind of owner groups they should include in the next round of meetings. The Board suggested reaching out to the following next:

- City Council
- County Government
- Churches
- Enterprise Group
- Township Boards
- Jackson Young Professionals

President Phelan suggested having the committee revise the list of groups and have this O-L segment again in the fall planning session.

Rose Mercier suggested revising the order of ownership group questions to start the discussions with inquiring about challenges in the community over the next 5-10 years and how the College might be able to respond to those challenges to better frame the conversations with these questions:

- What is it worth to the community?
- If the College did not exist, what is missing?
- If you view having the College as the return on investment, what is the community's investment to make that happen?

These may allow discussions of millage attempts to come about more naturally in the conversations. Vice Chairman Crist noted that the question of what would be missing if Jackson College did not exist, elicited some significant pauses and concern during the ownership meetings.

President Phelan stated that just recently, six community colleges in northern Minnesota merged and some legislators have questioned the need for so many separate community colleges in Michigan. He noted that such actions occurring nationally should give community's, like Jackson, a practical reference of an uncertain future. A discussion of potential partnerships ensued.

Trustees Heins and Patterson noted that this is like the approach within the K-12 schools in the county. President Phelan agreed that this is a conversation that we need to have considering slowing population growth and HS graduation statistics. Rose Mercier agreed that these discussions could significantly impact the College's planning from an ENDS perspective. And including a preceding clause to the Q4 of the ownership linkage questionnaire along the lines of, "Given how the definition of college is changing, ..." President Phelan and Trustee Hoffman discussed issues in the State legislature that could impact community colleges, including bills passed by committee to eviscerate community colleges' ability to pursue additional local property taxes should they pursue additional baccalaureate programs. Therefore, including these topics is important when doing outreach with ownership groups.

ENDS EVALUATION & MODIFICATION

Rose Mercier recommended additional revisions to the ownership questions and proposed a revision to the current ENDS statement; from, "*Residents of Jackson County and non-chartered counties have learning opportunities that prepare them to be successful global citizen and contribute to community vitality at a cost that demonstrated wise and sustainable stewardship of resources,*" to "*Residents of Jackson County, non-chartered counties, as well as others who choose to enroll; have learning opportunities that prepare them to be successful global citizens and contribute to community vitality at a cost that demonstrates wise and sustainable stewardship of resources.*" or "*All those who choose to enroll have learning opportunities that prepare*

them to be successful global citizens and contribute to community vitality at a cost that demonstrates wise and sustainable stewardship of resources.”

The revised questions to bring to ownership groups now include:

1. What do you believe will be the most significant challenges facing our community in the next decade?
2. How might the college respond or be involved in those changes? What is the role of the college?
3. What is the community’s investment in enabling the college to make those changes?
4. Given how the definition of a college is changing, what would happen if the college did not exist?
5. What opportunities could there be for Jackson College to make or support positive changes in the community?
6. Given what we have discussed, what are the one or two most important areas?

FY’23 CONTEXT SETTING DISCUSSION

President Phelan provided a level-setting and broad view on factors impacting higher education: Mental health and insecurity over finances, housing, food in our community, COVID uncertainty as we enter the tail-end of the pandemic, and the human emotional dynamics impacting political decision-making are among the challenges impacting the College.

He compared the current situation on a global, state, and local level to a very different and unrecognizable football game with different structures and rules. He further noted that logic alone will be insufficient to navigate or cope with this environment. As an example, he stated that there is a great need for teachers in our community, as well as in Michigan, for which he has pushed for an Alternate Route Credential (ARC) program whereby Jackson College offers 5 classes in order to give any baccalaureate student the credentials to teach anywhere in the state (only one ARC program authorization has ever been awarded - Schoolcraft College, 15 years ago). Using their model, the College has applied and been denied, multiple times, while universities and private colleges have been approved. In the meantime, the State has approved allowing bus drivers or secretaries with just a GED to be able to teach K-12 students instead, which is highly illogical. Even though there is a clear need to change the current paradigm there are still pressures toward illogical policy decisions.

On the federal level, more actions are happening by Executive Orders (EO’s) than by the traditional legislative process. This is a trend that has been increasing for several administrations. EOs are a means of circumnavigating the normal process, and relying on them causes sudden changes in policy with every change in administration. The current administration is still encountering problems – The Build Back Better program is all but dead. That said, we may see a Pell increase of \$400. It is also likely that the current administration is going to totally upend the Title IX changes from the previous administration and there will be significant work at the College as a result.

Continuing with context setting, he noted that the country continues to be deeply disturbed by an unprovoked war. It has implications for us every day – at the gas pump, in additional delays, we see all kinds of experience that are happening, not to mention our own students.

Consumer prices are increasing – inflationary rates are currently at 7.9% and we experienced supply chain issues here at Jackson College, as is every other organization, indeed the delay of materials is why this meeting is not being held in the board room.

He noted that the College has experienced cost increases ranging from 30 to 300%. With regard to society, he is concerned about stratification within our society. He said that, as a country, we need to figure out how we are going to come together and begin to work and talk and solve problems together. He noted that higher education has a sacred responsibility to provide a place, a venue, where all people are safe, and can have the conversations that we need to have. This challenge is bigger than Jackson College, but it does affect Jackson College.

He said that if we do not get a handle around our current economy, then we could likely find ourselves in a recession. If we do not see a significant change in economic policy with the Central Bank, then we could be entering a recession in as soon as the next 12 months. This will affect discretionary capital that Americans have and how they will deploy it.

Money supply continues to be a particular concern, he said. Unemployment is largely equivalent to the “Great Quit” or “Great Resignation.” People are just quitting. There are 1.7 jobs for every American right now. To demonstrate the demand for employees, he said that he has seen nurses being paid \$250 per hour to be able to serve people in the hospital. That cannot be sustained by the hospital or society.

Liquidity continues to be a big issue around education, our own institution notwithstanding. We have our own challenges to figure out. The concern is how we will be in 2024 with the sunset of HEERF funding in the immediate future.

He also noted that mental health is the #1 issue across the whole of the United States from an organizational perspective. There is no real going back to the old days of everyone in their office for 40 hours each week. We need to acknowledge the mental health challenge that confronts everyone. He noted that Jackson College was fortunate to have a mental health clinic, as well as a hospital clinic in place well before COVID hit in early 2020. Those resources have helped both students and employees. Going forward we will need to figure out what does a workload look like, and determine what workload can people handle?

As he has noted previously, higher education is a commoditized and fungible enterprise. He said that we are going to have to figure out how we are distinctive. That is the

bottom line and the work that we are trying to get our institution prepared for with the people around the room.

Of student behaviors, he said that the research on student decision making is shocking. Students' minds are not just on higher education, it is about what they need and want and there are some generational differences that need to be understood.

He said that the College continues to be focused on providing economic and social mobility for our students, and to emphasize, ALL our students. He indicated that "BIPOC" may be a new acronym for some of the trustees and defined it as Black, Indigenous, and People of Color. He said that members will be hearing more and more about it and ensuring that there are equal opportunities for all people in this economy and in our country. Higher Education is the fulcrum of this work.

Lastly, he describe recent demographic shifts which stand now with the population at 59.7% white. He noted further that American Demographics magazine has reported that by 2043, we will be a non-white majority population.

KEY HIGHLIGHTS SINCE THE FALL PLANNING SESSION

President Phelan then moved into some highlights of what the College has accomplished since last time last board planning session, as a continuing effort into driving our strategic and budgetary discussions. He stated that there is a great deal of uncertainty going forward, but these highlights represent his best view about the future and his thoughts about what we have been able to do that is consistent with the Board's ENDS requirements and executive limitations, while still achieving our mission.

Specifically, he note that since the Fall Board Planning Session, the Corona virus has started to moderate and the College is currently figuring out how to coexist with the virus and adapt our work around it. Utility and flexibility are needed in how we communicate with people coming to campus and how we respond to keep people safe.

He stated that the College has about thirty positions open right now and being able to pursue and retain talent in rural America is increasingly difficult. This cannot be done by money alone; acknowledging that the College does not have the money to outspend the competition. That is why Jackson College continues to focus on culture of the institution and driving culture is about having real impact on human lives.

Dr. Phelan said that he has seen increases in billing contact hours. Not enough to bring us above pre-pandemic levels, but the good news is we are up in billing contact hours.

He also stated that the College has entered a relationship with BibliU. This is an equity-based solution. Previously, the College had textbooks ranging between \$200 per student per class to \$700 per student, per class. At that rate, students burn through their financial aid way too quickly. On occasion, books did not even get here on time for the first class. With 7 weeks terms now, if a student misses a whole week or two without a textbook, they are at a distinct disadvantage. Other students were either going without a

textbook, relying on older versions, or photocopies made from our library editions. That is not effective, nor efficient and does not get a textbook into the hands of students by the first day of class. Dr. Phelan noted that the College has partnered with BibliU, and great thanks go to them and Cindy Allen for making the partnership work. President Phelan first meet BibliU as par of his work with HERDI – Higher Education Resource Development Institute. They were able to get us ready in the fall semester with over 75% of titles, and for the spring semester, they provided 95% of the titles. Cost per class is \$50 per student This saves money for the students and get a textbook into their hands on the first day of class. Relatedly, the College also launched the ALIP program, (i.e., the Academic Laptop Incentive Program). As part of the program, if students sign up for at least two classes per semester, the College provides the laptop to them. This action is based upon considerable evidence showing that those who take two classes are more likely to persist in classes and complete their program of study. This is a good deal, and it has been very effective at ensuring student access online.

Thanks to Jeremy Frew and his team, the College is now in a long-term contract with Achieving he Dream (ATD) to help eliminate student equity gaps. President Phelan has established a goal that by 2028, the centennial of the College, that there will be zero equity gaps regardless of grades, race, culture. President Phelan reaffirmed his commitment to equity in filling the vacant positions among faculty and staff.

President Phelan noted the restoration of the Potter Center continues thanks to the efforts of Jason Valente and his team. Jim Jones and Darrell Morris have also helped to work through the restoration and payment of repairs. That said, he noted that there is considerable work to be done with coordination of insurance company coverages, as well as attending to remaining repairs.

Dr. Phelan noted that there are four new additions to the President's Leadership Council – Dr. Wayne Rose, Chief Information Officer; Kelly Crum, Chief Diversity Officer; Dr. Todd Butler, Dean of Humanities and the Sciences; and Julie Hand, Chief Advancement Officer. Jason Valente will continue to collaborate with the executive committee and the whole Board of the Foundation, even though he has assumed responsibility for facilities, grounds, and maintenance. He will continue to work with Julie through the end of the calendar year to ensure a clean hand-off regarding our donors, future donors, and the Foundation Board. Since one of the requirements of serving on the President's Leadership Council is to be present for every Board meeting, Trustees will see them at those meetings. He also stated that he will continue to use these Board planning session meetings as a means of getting updates about the College and to have features on particular areas. He stated that Kelly Crum will be talking about the good work that the College is doing with regard to diversity, equity, and belonging later in the meeting.

As part of our HEERF funding, the College transitioning to a touchless campus on the assumption that we will be continuing to deal with COVID in some form, as well as other diseases. The toilets, urinals, soap systems, washing systems, doors, drinking fountains, etc., will be touchless when completed. This action is not only beneficial for

mitigating the transmission of COVID, but it is also extremely helpful for anyone who has a disability.

He mentioned that the previous bookstore is a C-Store now. The College has installed refrigerators for containing many food items new to the College. This new Jet's Store will also include the retail items that you would expect. Books, college uniforms, items for nursing students, as well as where you pick up your computer, as part of the ALIP program.

Lastly, the regarding the Foundation donation, he noted that the College is grateful for Myrna Berlet – she made some other donations around the community as well, but she provided an endowed fund available to provide instructional equipment for our science departments. Additionally, President Phelan noted that the College aggressively launched the Affinity Group program, which is discussed later in the meeting with presentations by a couple of Affinity Group Liaisons.

Dr Phelan introduced Dr. Wayne Rose, from Campus Works. He stated that the College has engaged heavily with CampusWorks, which is an agnostic organization in the field of IT. For the past few months, the College has been doubling down on cybersecurity, overall management of personally identifiable information (PII), as well as the College's ability to move effectively and efficiently, and to help to reduce costs. He stated that he was grateful that Dr. Rose is helping the College address a number of issues.

STRATEGIC DISCUSSION

President Phelan described his strategic priorities through the close of FY'23 across three categories:

The first was institutional transformation. He stated that to be a distinctive organization, one that survives, able to blunt threats, such as a potential merger, the College must change. He believes that the more distinctive the College is, and the more people that people know about Jackson College, the better financial position it will be in. The College should view itself as Jackson Global Community College, not a Jackson County College only. It is important that the College continue to convey this to a greater degree than we have so far. The College currently has students participating in some of our online health programs performing clinicals across the country. COVID has helped the College to be more aware of this essential need. Being able to really dive into a global approach is the direction the College needs to go. He stated that the College needs to rethink how our students arrive. The traditional pathways for students to come to the institutions and traditional funding sources that have always been relied on are changing. The final component of institutional transformation is about its brand and signature. The board has seen what has been done thus far, but the College will be engaging substantial resources to establish Jackson College as the distinctive global community college it needs to be. The College continues to have an international program. Up to this year, the College has had Confucius Institute on campus. He stated, however that congress is preparing to drop a bill that would create more reporting with anything to do with China, so this will mean that we would be required to report any

conversations or interactions with people in the Institute or China for college business. He stated that the College will no longer have a Confucius Institute going forward. He noted that the Brazil Connect organization has concluded, though the College still has a number of connections in that country. He said that the shift to promoting the College globally will be a change from the unwritten agreement that has generally existed among college presidents to stick to their own geographic area, but that is a continuation of a larger trend as evidenced by actions by Lansing and Washtenaw, to name a few. Up to this point, if a college had something distinctive, like housing, then they could leverage that through marketing. He said that the new president of MCCA has plans to keep this from weakening the organization, but the trend is for institutions to start going their own way.

President Phelan noted that his second strategy priority was strategic growth. The launching of Jackson Global College online will launch this fall with the plan to be fully operational by January 1. Dr. Rose, Jeremy Frew, and the CampusWorks folks will be moving the College to an online Canvas LMS system like University of Michigan and other institutions. Dr. Phelan noted that he believes that the new currency of knowledge will be competency-based, not letter grades as in the Carnegie model. Talent workplace solutions is another important consideration to include in the College's planning. Cindy Allen is currently working on this, but the College cannot be the 8-5, Monday-Friday college that it has been in the past if we want to remain viable for recruitment and retention of employees. That may look different for different positions, and it will be a consideration as the College renegotiates faculty contracts. The College needs to unbuckle its expectations for the future, based upon how these things have traditionally looked like in the past.

The last tier of his stated priorities was regarding performance improvement. On student outcomes, 90/80/70 is the College's driving philosophy as an institution. COVID negatively impacted everyone, including Jackson College, though he stated that it is performing lower than he is comfortable. He said that his goal is to work to eliminate equity gaps by 2028. He said that the College will be doing more work to use data to drive hiring practices, as well as understanding student--customers and non-customers. As an example of the College's new work, he referenced how he, Jeremy Frew, Dr. Butler are working with JPS with the commitment of not letting a single student leave high school unfinished, and to make sure that students have some kind of credential as they enter society.

He said that he remains committed to using the strategy agenda to meet the global ENDS policy of the College. Each of the members of the leadership is on track to complete this work without hesitation.

He commented that the President's Leadership Council will have some new members, but the reporting structure will still look the same through the transition period.

Responding to Trustee Patterson's question about his part-time lobbyist – Monique Field-Foster, he stated that he is in regular communication and contact with her. He said

that he continues to explore the cost and benefits of being one client of a multi-client lobbyist.

JACKSON COLLEGE FOUNDATION LEADERSHIP TRANSITION

Jason Valente provided an overview of the Leadership transition within the Jackson College Foundation. As Jason assumed more duties with facilities and managing the fire recovery projects, it became clear that the College needed to have someone focusing on the Foundation's duties. For this reason, Jason recommended having Julie Hand assume our Chief Development Officer duties and he said that he will be transitioning those duties smoothly over the next six to nine months. That will allow Julie to ease into working with the Leadership Council and the Board and limit any confusion during the process. We are also looking to fill some new donor relations and engagement positions.

BUDGET DISCUSSION

President Phelan showed a comparison of funding sources of Jackson college vs national average for community colleges. Jackson College is funded about 53% from tuition, 30% from the state, and only 12% local funding compared to the nation model of even third splits between the three sources.

FY'22 PERFORMANCE

Moving into our FY'22 performance top-date, President Phelan gave an overview of the Q2 budget. He noted that the College is doing better than predicted due to great restraint on expenditures and making sure that our cash balances remain in excess of what the Board requested, keeping 3 months of operational funds available instead of 2 months.

HEERF FUND BUDGETING AND DEPLOYMENTS

President Phelan noted that the federal government has expanded HEERF funding past June of this year, but the plan continues to be reducing student expenses and improving campus facilities to be completely touchless. Overall, the College was awarded a little more than \$27 million. A significant portion of the funds, roughly 57%, was required to be passed along to students without comment. President Phelan stated that he would have liked to have been able to include a message or some guidance to students regarding the need to satisfy outstanding debt to the College, but he noted that the Colleges were not permitted to do so.

Regarding online costs, he noted that when everything went online, due to COVID, the College used online course fee scholarships to eliminate that unexpected fee for students who had planned to attend in person. The College was able to use some of that funding institutionally to offset wages for employees who were directly involved in fighting COVID and hardware improvements to allow for the institutional changes. The College was also able to recapture some lost funding from housing, food service, and other campus areas. Jason Valente has also been working on an ASHRAE HVAC upgrade for the campus. This will use a combination of air filtration and UV light to

mitigate COVID risk on campus long term. Jason Valente reports that the College is currently about 25% complete with the touchless transition.

CASH CONTROL UPDATE / CYBERSECURITY UPDATE

President Phelan provided an update on the business office's cash control review and third-party monitoring to prevent problems related to petty cash losses and vendor payment problems. Cameras, policy changes, and training improvements have been put into place to great effect. The business office is also actively looking to fill multiple positions to get back to full staffing.

Dr. Rose provided an overview of the College's cyber security policies: He noted that the College two main items to focus upon: IT audit and cyber security. The IT audit examined vulnerabilities. All of the audit's concerns for our external vulnerabilities have been addressed, and he should have 2/3s of the internal vulnerability issues addressed by April. He stated that the College's frequency of password changes and required password complexity hav increased to reduce exposure to hacking attempts. The lockout duration for accounts has also increased. A more strategic security awareness program is under development and being refined so that it can dynamically respond to user issues. He said that he has pushed for greater education on security policies and upgrades to the college at large by standardizing electronic communication protocols from IT, providing training to include practices for staff and students at home, and updating security on college servers.

Trustee Patterson asked Dr. Rose what is being done to manage phishing attempts and fire alarm security (an issue that has impacted other institutions). He stated that the new training platform directly addresses phishing attempts and the updated security systems can have IT staff find and remove phishing emails and have staff flag suspicious emails for review. All external emails also are clearly marked. Reviews of critical security and safety infrastructure like fire alarms are included in security audits.

Chairman Barnes asked about the College's ability to recover from system-wide lockout or failure situations – Dr. Rose and Jason Valente confirmed that the College has multiple levels of redundancy in place including off-site backups to reduce downtime as access gets restored.

PROPOSED FY'23 BUDGET TARGETS

President Phelan shared his recommendations for the budget and associated targets for FY'23. He explained four forecast models that he examined to anticipate the upcoming budget situation: -6% growth, 0% growth, 4% growth, and 8% growth depending on how wider societal and campus trends progress.

Trustee Patterson inquired how the College's efforts to improve GED completion have been impacted by budgetary issues. Jeremy Frew confirmed that GED programs have been negatively impacted due to the stoppage of Michigan Works, but those programs are getting restored, and that the College has instituted programs to allow students to work simultaneously on GED and college courses.

CAMPUS MASTER PLAN

President Phelan reviewed major changes to physical assets on campus. Repair and renovation work continues on several projects. The College plans to open an astronomical observatory on campus to provide an alternate science option for students. Roof repairs that we have held off on recently will start to go into effect. The athletic fields will be improved with added ramps and facilities to make them more usable and ADA compliant. A secondary facility will be added to provide restrooms and other features to allow us to host events for larger audiences. The STEAM Factory will be going into the old auto building. Trustee Hoffman asked about the state of the College's auto program, which President Phelan confirmed is now ended. He also responded to Trustee Hoffman's question regarding the the status of the sedum roof project on the HLC building, which is still in operation. While this project has been a good long-term investment, he noted that further research is needed to determine if it would be applicable on any other buildings as part of the effort for the College to reach a carbon neutral status by 2028.

PROJECTED BILLING CONTACT HOURS

President Phelan relayed that the College's billing contact hours are still recovering compared to pre-COVID numbers. He projected to end FY'22 around 96,000 BCH and hoped to increase to about 100,000 for FY'23, based on a moderate 4% growth model.

MAJOR REVENUE & EXPENSE ASSUMPTIONS/TARGETS

President Phelan showed the Board his major budgetary assumptions for the upcoming year. Chairman Barnes requests that the Board members identify any other items that they may want to see before the meeting to vote on the proposed budget.

FOLLOW-UP ON JACKSON COLLEGE GLOBAL PURPOSE STATEMENT

Rose Mercier proposed some modifications for the Board to consider regarding the College's purpose statement to make it more expansive to reflect the larger customer base of the global and online customer base. Delivering educational opportunities to the larger community is a means of achieving the ENDS that we already strive for. The proposed edits will be forwarded to the Board members for further review and discussion in later months' meetings.

Trustee Patterson inquired about offering internship opportunities within the College. President Phelan confirmed that the College is considering doing so, especially since it can now utilize federal work study funds to establish internal or external internships.

OTHER COLLEGE ITEMS

CONSIDERATION OF BOARD COMMITTEES

President Phelan noted that the Board only has two standing committees – the audit and ownership-linkage committees. As the Board only has seven members, President Phelan proposed considering the Board, as a committee of the whole, as the practice of

maintaining multiple committees is less necessary for us than other institutions that may have dozens of Board members.

Trustee Hoffman raised the issue of such a modification impacting the rules of order under which the Board operates. Trustee Patterson stated that the lack of excess committees is a positive feature of the Board's current operations. Vice Chairman Crist inquired whether such a change to committee rules impact the way the ownership-linkage group meetings operate.

As any such changes would require altering the Board's bylaws, President Phelan recommended further discussion at later meetings and the Board's retreat later this year.

COLLEGE FEATURE/AFFINTY GROUPS

Kelly Crum, Chief Diversity Officer & Director of Diversity, Equity, and Belonging; Liz Storey, Elder Community Affinity Liaison; and Jacob Inosencio, Latin X / Hispanic Affinity Liaison; provided the Board an overview of the Affinity Group program. The program exists to increase connection with local identified communities, both increasing student enrollment and cultural diversity on campus and bringing attention to issues impacting these groups that may otherwise go unnoticed by the College.

Liz Storey discussed community activities with the elder community including the Winter Learning Series at the YMCA, Caregiver Support Groups, a Financial Empowerment Series in cooperation with American One Credit Union, an Emergent Needs Coalition and Coalition Against Elder Abuse, and upcoming The Longest Day and Grand Connections events in cooperation with AARP. Trustee Hoffman asked if the Elder Affinity program has led to increased course enrollment in that group, if that is a goal of the program, and if they had estimates for how many people attended their events. Kelly Crum and Liz Storey confirmed that this is a goal of the program and attendance has ranged from about fourteen attendees per session for YMCA activities to far larger numbers for events done in cooperation with the City of Jackson.

Jacob Inosencio discussed activities being done by the Latin X / Hispanic Affinity group such as student tours of campus, visits to local high school classrooms, and celebrations for Hispanic Heritage Month in September. These activities have been a means of building trust with the local Hispanic community, which has historically struggled to trust the community at large. The Affinity Group emphasizes not merely a tolerance of cultural diversity, but a celebration of in accordance with the College's purpose statement. The 'Taste of College' program will give undocumented students a chance to familiarize themselves with the opportunities that Jackson College can provide. Work is being done to build Latin X / Hispanic access to classes at the MLK Center. Trustee Hoffman asked if we know how many undocumented student numbers at Jackson College. While it is hard to answer definitively, we have only had a handful of such students at any given time, but the Affinity group is working to visit migrant worker families with the assistance of native Spanish speakers to engage those communities.

Trustee Hoffman requested that the Affinity Liaisons reach out to the Board for any issues that they can assist with, and Trustee Lake thanked both Liaisons for their informational presentations. Trustee Patterson asked if there has been any contact with Father Tim Nelson from the Sacred Heart Chapel to reach out to the Hispanic community, which Jacob Inosencio confirmed is already being done.

STUDENT STATISTICS

President Phelan provided an overview of student enrollment statistics at Jackson College compared to the national averages. Jeremy Frew further explained that COVID severely impacted our enrollment numbers, particularly those of full time and on campus resident students.

BOARD SUCCESSION PLANNING

President Phelan brought the issue of Board succession planning and new Trustee orientation materials to the Board's attention for further discussion at later meetings. He proposed a new, year-long orientation process that included at least two separate 4-hour sessions to provide new Trustees training in both general Board practices and items specific to the Governance Policy process. He requested feedback from the Trustees to further refine this process. He shared the current Board member orientation manual outline which is currently being updated and requested comments for any additional materials to be included. This should make Jackson College stand out as almost 70% of Trustees sitting on College Boards nationally reported receiving no training at all.

Trustees Patterson and Hoffman confirmed the utility of this change and requested that current Board members also be invited to training sessions.

OTHER BOARD ITEMS / COMMENTS

Trustee Hoffman commented that the earlier meeting start time for today is his preference for subsequent meetings.

TRUSTEE HOFFMAN MOVED TO ADJOURN. CHAIRMAN BARNES ADJOURNED THE MEETING AT 12:05 PM.

The foregoing minutes for the Spring Planning Session of the Board of Trustees held on Monday, March 21, 2022 were approved at the regular meeting of the Board held on Monday, April 11, 2022.



Chairman