



SPRING PLANNING SESSION OF THE BOARD OF TRUSTEES

Jackson College

Central Campus, George E. Potter Center
2nd Floor, Boardroom

04.02.24

The Spring Planning Session of the Board of Trustees of Jackson College was held on Tuesday, 04.02.24, 8:00am, at the Central Campus of Jackson College, George E. Potter Center, 2nd Floor, Boardroom.

Board Members Present: Chairperson John Crist, Vice Chairperson Sheila Patterson, Trustee Matt Heins, Trustee Donna Lake, Trustee Phil Hoffman, Trustee Christopher Simpson, and Trustee Teshna Thomas.

Board Member Absence: None.

Others Present Include: Dr. Daniel Phelan, Keith Everett Book, Cindy Allen, Bill Abbott, Ashley Van Heest, Julie Hand, Jamie Vandenburg, John Globoker, Antoine Breedlove, Jason Valente, Doug Yenor, Heather Ruttkofsky, Dr. Todd Butler, Norma Espinoza-Aguilar

Chairperson John Crist called the meeting to order at 8:04AM Eastern Standard Time.

DECLARATION OF CONFLICT OF INTEREST

There were no conflicts of interest expressed by Trustees for items appearing on the agenda for the meeting.

COMMUNICATIONS

PUBLIC COMMENTS:

Chairperson Crist invited attending members of the public (who registered via the form provided at the Board Room door prior to this portion of the agenda) to offer their comments to the Board of Trustees (up to five minutes each).

There was no public comment.

BOARD COMMENTS:

Trustee Lake and Trustee Simpson shared public appreciation and their own for the Jackson College Easter Egg Hunt held on 03.30.24, which was held inside due to weather, but was still well attended.

Trustee Thomas shared her appreciation for the ACCT-GLI conference that she attended with Chairperson Crist, CEO Phelan, and Keith Everett Book. She noted gaining a deeper understanding of how longevity of Trustees on a Board can be beneficial.

FY'24 COLLEGE UPDATES

STAGECRAFTING

CEO Phelan started by thanking Jason Valente and Jim Jones for their work on the newly renovated Baughman Theatre, which the Board toured during the break.

CEO Phelan led the Board through a presentation on his assessment of current and future conditions that are most likely to affect higher education, community colleges nationally, and Jackson College in particular,

He reminded the Board of the College's evergreen Strategic Agenda and continuing areas of focus: workforce, student outcomes, inclusion, viability, human development, innovation, cultural impact, and retention. He described tactics already in place to advance the strategic agenda goals, highlighting organizational adjustments such as increased full-time faculty, intensive focus on academic advancement, and organizational flattening.

CEO Phelan described the need to address institutional gaps and opportunities via an Academic Master Plan, learning assessment, HLC reauthorization, CBE learning, workforce and economic development, Center development, and online growth. Following the recent failed hiring search for a CAO, he proposed an organizational chart supporting him temporarily as both the CEO and CAO, with a 3 Dean model reporting to him. This plan would be effective for approximately a year before another CAO search could commence.

Trustee Hoffman shared his concern of CEO Phelan burning out as the CEO, the CAO, and the College's lobbyist. CEO Phelan shared that he is slowly removing himself from national organizations and would lean strongly on his 3 Deans. At Trustee Hoffman's request, CEO Phelan described his local Board commitments (Henry Ford Jackson Hospital, Henry Ford Systems Health, and the Enterprise Group). The Community College Center for Student Engagement (CCCSE) will be the main Board nationally on which he would remain. CEO Phelan also described the benefits of having himself temporarily assume the additional roles of the CAO, and the College's lobbyist, including the opportunity to personally fix some academic areas of concern and saving nearly \$400K across wages, benefits, and fees.

CEO Phelan shared the campus-wide involvement in the CAO hiring search process at Trustee Simpson's request and described the competitive nature of hiring searches currently. Trustee Heins shared his sensitivity to adding work to employees' current workloads because of staffing issues. CEO Phelan described the use of Process Reimagine and Redesign (PRR) conducted by CampusWorks across the College that is

saving money as well as producing new process efficiencies which are positively impacting employee workloads.

Vice-Chairperson Patterson shared her concern with the impact of employee attrition on employee workloads. She encouraged CEO Phelan and employees to have transparent conversations about workloads along the way. Barring that, she agreed with CEO Phelan that this could work for 6-12 months. Chairperson Crist described his appreciation of the strong team that the CEO currently has supporting him. CEO Phelan shared his awareness of the emotional trauma in society and the high level of attention that he intends to continue exercising during this process.

Trustee Lake described that the CEO should keep the Board updated on how he and the team are doing with this organizational model on a regular basis.

BUILDING A CULTURE OF INCLUSIVE EXCELLENCE

Cultural Fluency Associates LLP was contracted to work with Jackson College to build a [culture of inclusive excellence](#) that provides for the professional development of all employees to grow in our collective understanding and facility in working, collaborating, interacting, educating, and communicating with each other and in particular, people of color.

This work is being conducted over the next year, in multiple stages, by Dr. Arlene Garcia and Kevin Skwira-Brown. Skwira-Brown and Dr. Garcia attended this portion of the agenda virtually to provide a description and update on their work thus far, as well as a portent of the work yet to come.

Chairperson Crist asked how Cultural Fluency's planned community focus group work might coincide with that of the Board's Ownership Linkage. Skwira-Brown differentiated the broader, inclusive nature of the Cultural Fluency work from that of the Board's Ownership Linkage / Owner-focused work. Cultural Fluency's work would complement rather than constitute for Ownership Linkage.

DIVERSITY, EQUITY, AND BELONGING UPDATE

Antoine Breedlove (Interim CDO / Director of Multicultural Affairs) offered an update on activities in the [Diversity, Equity, & Belonging](#) department. He described the work of Justice, Diversity, Equity & Belonging (JDEB) Committee. To Trustee Lake's question, he shared that Green Dot is a mental health service initiative, indicating a safe place for students to seek understanding.

Breedlove described the 'See the Vision, Be the Vision' mentoring initiative in which community mentors will play the key role. This initiative will include co-curricular and internship elements. He described the work of the JC Affinity Liaisons as well and highlighted that the Men of Merit and Sisters of Strength programs have 55 members.

Trustee Heins asked if MoM and SoS alumni return to share in this work at the College after graduating, which Breedlove confirmed. Breedlove described the alumni reunion

event he is currently coordinating and will get MoM and SoS alumni success stories to Chairperson Crist.

PACE SURVEY RESULTS NEXT STEPS

Jennifer Dobbs (New Student Engagement Communication & Technology Manager) offered an update on our work with the PACE Climate Survey for Community Colleges, which is administered by the Belk Center for Community College Leadership and Research, at the University of North Carolina.

The PACE Climate Survey itself allows community college leaders to better understand their institution's culture, employee engagement, and overall capacity to promote student success by hearing directly from employees about how they perceive and experience their work. In doing so, the survey promotes open and honest communication to inform priorities for change.

Dobbs reviewed the most recent survey results from 2022, JC's progress on survey recommendations, and explored next steps. She described highlights from the PACE teams work conducted at the JC Spring Convocation centered around asking employees what growth looks like to them, what makes them feel valued, and how employees might be more encouraged to participate in future surveys.

The lowest score on the survey was from Administrators: Decisions are made at the appropriate level at this institution. Takeaways from Administrators on how to improve this perspective included more opportunities for feedback, conversation vs. communication, consideration of decision impact, minimizing surprise information, and more involvement with leadership on decision-making. All of these takeaways are being effectuated.

Dobbs also shared the short-term win suggestions that have already been implemented, many focused around getting to know one another on a deeper level. The next PACE survey timing is under consideration, but likely to be Spring of 2025.

Chairperson Crist described his excitement to learn from the survey that 89% of JC employees are excited about their work and the contribution they make to the organization.

HUMAN RESOURCES AND HOUSING UPDATE

Cindy Allen (COO) provided an update on activities in the [Human Resources](#) department specifically regarding employee recruitment and retention efforts.

Prior to the meeting, she shared, for comparative purposes, the [CUPA-HR 2023 Higher Education Employee Retention Survey](#) with the Board, highlighting national data around retention compared to that of JC and what JC is doing to address retention. Jackson College's employee turnover rate was better than the national average. She noted that JC's Cleary Act Survey Report for 2023 to present is concerning, with considerable upticks this past year in violations concerning weapons, substance abuse, liquor law,

and aggravated assault / dating violence. She expounded upon some housing and conduct issues, as well as potential causes of both.

Additionally, Allen introduced JC's relatively new Director of Student Residence Life, Norma Espinoza-Aguilar, who reviewed process improvements in JC's campus housing operations and in community buildings. Allen also noted that a Housing Manager will be starting in April.

Trustee Simpson asked about the capacity of housing, to which Espinoza-Aguilar offered that there are 180 students in housing now, with the capacity for up to about 400. He asked what the plan is to reduce the number of issues in behavior in housing. Allen cited the new judicial manager showing promise, more thorough orientations, policy compliance, and regular communications at floor meetings.

Trustee Hoffman asked what Espinoza-Aguilar appreciated most about the JC housing students thus far, to which she replied the diversity experience opportunities. She described that sticking to policy guidelines has been a challenge in the past, but she is making best practice adjustments and strengthening commitment to said policies. Bill Abbott, JC legal counsel, shared that fixing housing fixes a lot of issues on campuses, starting with ensuring that individuals are eligible for housing in the first place, which had been an issue in the recent past. CEO Phelan noted that requirements of a 2.0 GPA and full-time student status are best practices in housing, which when not followed, harms the students and institution (case and point).

Trustee Lake shared that Navigators should be the first step for establishing expectations with students.

Vice-Chairperson Patterson shared that bringing 400 students to housing means ensuring that there are activities for them to do. Not having activities and resources causes issues for students. She asked if activities have increased. Espinoza-Aguilar shared that once a week there is always a "tradition" experience to attend. This Fall there are plans to bring back more events to the buildings in the fall, – one large event per building once a month, and one large event for all 3 housing buildings once a semester.

CEO Phelan noted that the budget contemplates the hiring of a new Student Life Coordinator, and the availability of a contracted bus service to take students to shopping and dining areas. Abbott described the Library of Things that is being implemented has fun activities included for students. Breedlove noted that intermural activities and MoM and SoS events are also outlets for students.

PROCESS REIMAGINE AND REDESIGN

President Phelan indicated that the College contracted with the CampusWorks organization to assist JC in reducing waste and improving institutional efficiency. There have been some exciting gains thus far. Linda Champion, the Project Coordinator for PRR Implementation, attended virtually and provided the Board a Process Reimagine &

Redesign update, consideration of major successes to date (up to a third of projects completed), and reviewed efforts that she will be undertaking across the College in the months ahead. Process efficiencies speak strongly to employee retention and student success.

CYBERSECURITY / AI UPDATE

Doug Yenor (CIO) shared an update on the College's cybersecurity efforts, as well as progress on the recommendations made by the Board's auditor Rehmann on cybersecurity.

He asked the Board to leave with knowledge on 3 things:

- Cone of Security
- Phishing
- Policies and procedures

The cone of security leverages cloud technology against ransomware risk mitigation, automated detection and behavior change to mitigate phishing risk, and accessing control and technical guardrails to mitigate data breach risk. Trustee Thomas described the importance of processes being in place for when employees exit the institution, which is a process that the IT department is working to strengthen.

Vice-Chairperson asked if there are phishing scenario tests being conducted via email for employees, to which CEO Phelan confirmed that the testing is being more fulsomely implemented currently. Trustee Lake shared that she was made aware of a poor practice of her own via JC's email testing already in place.

Yenor described many of the AI tools available to JC within the Google Cloud. Additionally, CEO Phelan and Yenor have created a charter for a Machine Learning (i.e., AI) committee that will assist the College in understanding machine learning, its applications for work on multiple levels, its evolution, as well as to ensure that the institution is protected from potential downsides of AI. The CEO's Leadership Council approved the Charter this past week. CEO Phelan has asked Yenor to chair the committee, which he has agreed to do.

Vice-Chairperson Patterson and Yenor discussed what AI apps are available without cost.

CEO Phelan also shared that he has been investing in the professional development of many of JC's employees regarding AI and that considerable experimentation of AI is already underway at the College.

ACADEMIC UPDATE

Dr. Todd Butler (Dean of Humanities and the Sciences) & Heather Ruttkofsky (Dean of Health Sciences, Career & Technical Trades) offered highlights of the College's academic programming.

Dr. Butler shared details about the unique and impactful relationship JC has with the Milan Federal Correctional Facility (MFCF), with state and federal corrections administrators, and with its Correction Education Program (CEP) students. Currently at MFCF there are 67 students enrolled. 42 students have earned 83 awards to date. Since 2017, 375 students have enrolled in the CEP at the MFCF.

Butler also reminded the Board of the Astronomical Observatory tour for the Board and any who might like to participate following the Board meeting on April 15th.

Heather Ruttkofsky shared details of reimagining JC's Sandbox Center for Innovation and Teaching and the training for faculty that JC is prioritizing within this space. The sandbox encourages collaboration among students and faculty from various disciplines, fostering creativity and interdisciplinary learning. She also informed the Board of the Jetway online opportunities for learning and the online Teacher's Toolkit.

Assistant Dean of Instruction, Jamie Vandenburg provided an update on student success grant opportunities and focus, as well as Competency Based Education (CBE) workshops being conducted with faculty and efforts toward increasing the incorporation of Credit for Prior Learning (CPL) at JC.

Vandenburg also provided a Corporate and Continuing Education (CCE) and Workforce highlight on the JC Leading Edge Series which offers a targeted series of leadership training courses tailored with a blend of theoretical insights and practical applications.

POWER AND INDUSTRY PROGRAM

Vandenburg updated the Board on a new workforce, power, and industry development partnership with Consumer Energy, and how efforts will be enhanced on Central Campus in the coming months, including an on-campus pole yard for the line worker program. The newest area of these efforts centers around public works and non-credit apprenticeships. It is this type of work that CEO Phelan has prioritized at the College through some reorganization and budget allocation.

Vandenburg shared that JC has produced the most line workers for Consumer Energy to date, working to be the central pipeline for line workers in the area. Vice-Chairperson Patterson and Vandenburg discussed "other electric" training partnerships, in particular going underground as opposed to pole hanging. Trustee Heins shared his appreciation for the water and wastewater treatment career path offering. CEO Phelan described the relationship with JAMA that has been further cultivated and is growing.

JACKSON COLLEGE FOUNDATION UPDATE

Julie Hand shared that Sheril Tarrant has joined the Jackson College Foundation as Director of Major Grants and Grant Development. She also described efforts toward congressional discretionary funding that is showing promise for significant funding opportunities in the amount of \$5.4M focused on AI and emerging technologies. She ended by reminding the Board of the \$1.5M gift the College received from Alro Steel

and the Al Glick Foundation, sharing JC's gratitude once again for that tremendous gift. JC is working closely with fellow gift awardee Henry Ford on the scholarship opportunities therein.

CENTERS UPDATE

Interim CSSO, Ashley Van Heest, shared the current state and enrollment development plans for the Hillsdale and Lenawee Campuses.

She described the student service organization chart that she inherited, and the flattened organization structure JC is moving toward. She pointed out that Zak McNitt is now leading efforts in Lenawee operations and Stephanie Waffle-Stephenson is leading the Hillsdale operations, both of which are fostering enthusiastic relationships within those communities that have been lacking for some time. She offered JC Lenawee and Hillsdale strategic priorities, which include fostering an increase in dual enrollment, community involvement, workforce connections, and efficient academic scheduling.

CEO Phelan described that Van Heest has done an exceptional job in serving in the Interim CSSO role at Jackson College, offering a great many recommendations for improvement in the Student Services department, most of which have been implemented. Van Heest will be transitioning to lead the College's Institutional Research and Effectiveness department in mid-May.

CEO Phelan announced that he has hired Dr. Alytrice Brown to serve as the new CSSO. Dr. Brown currently serves as the Assistant Vice President of Student Life at Texas A & M University at Texarkana. She will begin her first day with JC on 05.13.24.

STRATEGIC AGENDA

Ashley Van Heest led the Board through highlights of the College's current evergreen Strategic Agenda for the next 18 months. She showcased the manner in which the Strategic Agenda has been operationalized to date. She also suggested how the 4 main goals of the Strategic Agenda might best be categorized for easiest relatability:

Goal #1: Committed

Goal #2: Connected

Goal #3: Innovative

Goal #4: Adaptive

Van Heest shared the institutional scorecard with the Board, noting that the billing contact hours (BCH) are surpassing goals significantly, with more time for continued growth. Vice-Chairperson Patterson asked about how gaps in programing are being accounted for, to which Van Heest described the construction of a program vitality process.

Van Heest ended by sharing an informed history of the Summer Bridge Program (Ready, Set, Jet!) and described a revised version of the program that will have a more effective focus on academic preparation for Fall coursework.

BUDGET DISCUSSION

FY '24 PERFORMANCE

CFO John Globoker reminded the Board that JC receives the lowest property tax mileage rates in the State among community colleges; therefore, to balance that, JC must have one of the highest community college tuitions in the State. Trustee Hoffman noted, however, that the State appropriating percentage of JC's total revenue is higher than the average of MI community colleges.

The budget discussion continued with an overview of the College's current (i.e., FY '24) financial experience, referencing the [January 2024 Financial Report](#), the Board [approved budget](#), and JC's experience to-date.

CASH CONTROL UPDATE / LONG TERM DEBT

CFO John Globoker provided an update of JC's current cash control that has been deployed in response to the most recent auditor recommendations. Jackson College continues to maintain effective controls. He described a JC process implemented in June 2023 of reporting awarded financial aid to the Department of Education within 15 days that quickly brought the College into compliance with a single audit finding.

He also shared that the College submitted a detailed process to the Higher Learning Commission for engaging stakeholders (inclusive budgeting) for the purpose of setting operational priorities and prioritizing financial resources.

Globoker offered a review of the College's long-term debt, which represents 6.38% of the FY'25 annual operating budget, well below the commitment of the administration to not exceed 10% of the annual operating budget per Board policy.

Additionally, Globoker shared the stretch goal of billing contact hours (BCH) projected for FY'25 of 106,500 (from projected 104,800 for FY'24).

PROPOSED FY '25 BUDGET TARGETS

The budget discussion concluded with a review of CEO Phelan's proposed FY '25 budget targets, based upon a number of key assumptions, formulas, and operational changes, major revenue assumptions including tuition and fees, BCH, state appropriations, property tax, housing and meal plan rates, and major expense assumptions including wages and merit pay, retirement and benefits, services/staffing agency, transfers, transfer-debt service, and capital equipment.

Critical numbers for the Board's consideration are a \$193 tuition fee for in-district learners (an \$8 increase over FY'24) and a \$53.00 universal student services fee (an increase of \$3.50 over FY'24).

Trustee Simpson requested the demographics of the out-of-district students. Trustee Heins expressed that he could support the 3.9% tuition, all things considered. He noted that a 0% increase in the CEP program funding is disappointing for him.

Trustee Simpson asked if JC position vacancies were a savings. CEO Phelan explained that the vacancies more so shift priorities to satisfy the current needs of the institution more fulsomely.

The consensus of the Board was favorable of the proposed budget, for approval at the Board's regular meeting on 06.10.2024.

FACILITIES MASTER PLAN & FY '25 MASTER PLAN PROJECTS

Jason Valente, Chief Campus & Logistics Officer, briefly reviewed highlights of the progress on the College's 5-Year Facilities Master Plan & FY'25 Campus Master Plan Projects.

He shared that, as per Board policy and/or rules of restricted gifts, the funds allocated here are required to be spent toward facilities only. He noted the commitment to deferred maintenance as a means toward asset protection, highlighting the Ruth Day Theatre renovations, as well as the housing back-up power project prioritization, considering previous challenges due to loss of power in housing and on campus.

Trustee Heins inquired about backing up power in the Cuiss Fieldhouse rather than 4-5 housing buildings, noting his concern that the short-term access to back-up power may surpass the true need. CEO Phelan described failed iterations of that practice in the past and currently enhanced student and public expectations of community colleges. Trustee Lake inquired about back-up power being supported for just one of the housing buildings, to which Valente informed that the cost would not be significantly impacted as such – and he noted that there would not be sufficient space to hold students from other residences; the one-time investment of the generation is likely to be worth it according to expert opinion.

Trustee Hoffman shared his positive experience with his own generator and the significant negative impact of losing power. Trustee Thomas shared her appreciation for considering this issue from a student standpoint and what students have requested.

The consensus of the Board was in support of the Facilities Master Plan. Valente will present an expanded discussion on this same topic at the 04.15.24 regular meeting of the Board.

BOARD OWNERSHIP

OWNERSHIP DEFINITION / OWNERSHIP LINKAGE PLAN

The Board discussed the College definition of who the Owners of Jackson College are. This discussion was facilitated by Governance Coach Rose Mercier, who attended virtually. The Board considered:

1. Who has the long-term interest in the success of Jackson College – electors, taxpayers, citizens?
 - a. Electors

- i. Electors in MI (individuals living in the College districts who are MI residents, US citizens, 18 years of age, and not currently serving a sentence in jail or prison) have the authority to hire and fire the Board.
 - ii. Electors could be considered “legal Owners”.
- b. Taxpayers
 - i. Taxpayers have a financial interest in the College because as the College does well, then values, reasonably, improve – through an educated populous, etc.
 - ii. If the College were to dissolve, the remaining assets would be distributed amongst the property taxpayers of Jackson County.
 - iii. Taxpayers could be considered “funders”, to which the College has accountability.
- c. Citizens
 - i. Not all citizens are electors or taxpayers. Not all electors are taxpayers.

Potential conclusive statement: The category of taxpayers encompasses those that are both citizens and electors, making ‘taxpayers’ the most inclusive Owner focus group to consider when defining and engaging the Owners of Jackson College.

Chairperson Crist expressed his impression that Owners should be taxpayers, as did Trustee Lake and Trustee Hoffman. For now, the definition will stay as citizens. This topic will be revisited for a decision at the 04.15.24 regular meeting of the Board.

Also, at the 04.15.24 regular meeting of the Board, the Board will decide upon their Ownership Linkage Practices. They will decide upon the Ownership Linkage Methodologies and an Ownership Linkage Schedule for the next 3 years.

SUMMER RETREAT AGENDA CONSIDERATIONS

Trustee Heins suggested eliminating the Board’s Summer Retreat going forward. Trustee Hoffman and Vice-Chairperson Patterson offered support. A decision will be made at the 04.15.24 regular meeting of the Board.

PLUS / DELTA

The Board offered feedback on how we can improve future meetings, as well as what worked well from their perspective.

Trustee Hoffman shared that the budget presentation was a repeat of information he already knew by reading the Board packet. He also described his perspective that the Board has too many meetings.

Trustee Simpson requested that the Budget discussion be at the beginning of the meeting in the future. He described how the presenters were all well-spoken and provided worthwhile information.

Trustee Heins agreed with Trustee Simpson. He expressed that the information was a good refresher of what the College does and strives to do. It also reminded him of the staff's excellent caliber at Jackson College.

Trustee Lake shared her appreciation for the work that was shared and that it was important to hear. She agreed the budget should be earlier in the meeting.

Vice-Chairperson Patterson shared her appreciation for the presentation that John Globoker conducted, like an educator rather than just a financial expert. She appreciated the operational updates and suggested spreading them out among regular Board meetings.

She also described her perspective that significant issues and attrition have been occurring in housing for years, and that stability has not yet been achieved in housing. She expressed that tackling housing could correct a lot of issues.

Vice-Chairperson Patterson shared her continued desire to see more diversity in staff. Additionally, she described receiving information from two BPOC JC nursing students that the scores JC requires for admittance into and success within their nursing program are higher than those of Baker College, which may be perceived as an unnecessary barrier for marginalized populations to be accepted into and successful in JC's nursing program.

Chairperson Crist described that the information shared via all the presentations was much needed. He highlighted that his key takeaway continues to be the need to thoughtfully formulate and follow policy. He agreed that the budget discussion should be earlier in the agenda in the future. He ended by reminding the Board of the overall positive feedback within and action generated by the PACE Survey.

Vice-Chairperson Patterson described that high attrition creates gaps in how policy is understood and followed, which contributes to employee policy error.

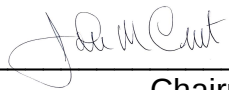
ADJOURN

MOTION BY TRUSTEE HOFFMAN "To adjourn."

TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES CRIST, HEINS, HOFFMAN, LAKE, PATTERSON, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

Meeting Adjourned at 2:55pm ET.

The foregoing minutes for the Spring Planning Session of the Board of Trustees held on Tuesday, April 2, 2024 were approved at the Regular Meeting of the Board of Trustees on Monday, April 15, 2024.


Chairperson