



## **SPRING PLANNING SESSION OF THE BOARD OF TRUSTEES**

Jackson College

Central Campus, Bert Walker Hall, Community Rooms  
144/145

04.07.23

---

The Spring Planning Session of the Board of Trustees of Jackson College was held on Friday, 04.07.23, 8:00am, at the Central Campus of Jackson College, Bert Walker Hall, Community Room 144/145.

*Board Members Present:* Chairman John Crist, Vice-Chairwoman Sheila Patterson, Trustee Donna Lake, Trustee Sam Barnes, Trustee Matt Heins, Trustee Philip Hoffman, and Trustee Christopher Simpson

*Board Member Excused Absence:* None

*Others Present Include:* Dr. Daniel Phelan, Ms. Cindy Allen, Mr. Jeremy Frew, Mr. Doug Yenor, Ms. Kelly Crum, Ms. Ashley Van Heest, Mr. Keith Everett Book, Ms. Heather Ruttkofsky, and Dr. Todd Butler.

Chairperson John Crist called the meeting to order at 8:00AM 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.

### **CAREHOLDER LINKAGE**

*PUBLIC COMMENTS:*

None

*BOARD COMMENTS:*

Vice-Chairperson Patterson and Trustee Lake shared a positive experience attending the ACCT GLI Conference in New Orleans. Trustee Simpson expressed his appreciation for the Mental Health panel held at Jackson College, noting that it was well executed and attended. President Phelan reminded the Board of the Easter Egg Hunt on Saturday, April 8<sup>th</sup> on the Central Campus of Jackson College.

### **FY'24 CONTEXT SETTING DISCUSSION**

### *ENVIRONMENTAL INDICATORS:*

CEO Phelan presented his assessment of current and future conditions that are most likely to affect higher education, community colleges nationally, and Jackson College in particular, as the Board considers planning and attendant resources needed to achieve the College's mission enabling and Board ENDS policy requirements.

Topics in the presentation included:

How long are employees staying with organizations?

Multi-Gen workplace – Communications, reactions and behaviors are unique to each of the 5 generations that are working at our organization.

Artificial Intelligence (AI) has an increasing ecosystem of applications for higher education and beyond. Trustee Barnes shared his positive experience with AI in the development of job descriptions and assessing resumes. Vice-Chairperson Patterson shared the usefulness of Chatbot for speeches. CEO Phelan noted that draft examinations and presentations are being explored at Jackson College.

There are many institutions engaged in the same work as the College:

- Coursera
- Udemy
- EdX
- LinkedIn Learning
- Khan Academy
- Arizona State University

Community College enrollments nationally are trending down, with a particular cliff (drop off) predicted in 2025, not to possibly recover until 2032.

Robert Gordon's Paradoxical Economy: characterized by slow economic growth despite technological advances.

Employees feeling stressed out is a common theme in conversations across community colleges, which could be attributed to the desocialization endured during the pandemic.

Implications for higher education going forward:

- The effective use of data to be competitive;
- Wage and benefit escalation will continue to stress employment/retention;
- Talent availability and workday flexibility requests;
- Unbelievable competition from all corners;
- Fungibility of instruction requires a new level of institutional distinctiveness; and
- Mental health and stress among students, staff, and guests.

Trustee Hoffman mentioned that the charge of Jackson College is high quality education, without compromise, which has lasting value.

More implications:

- Undifferentiated outcomes
- Competency-Based Education Politics
- Mergers
- Acquisitions and Closures
- Value Proposition of College
- Relevant Education
- Virtual learning environment
- Continuous learning
- All things AI
- Coffee Shop Campus
- Just Learners
- Faculty Roles

Social / Cultural / Financial Stresses include:

- Social Media
- Falling enrollments and resources
- Mental health
- Political divisiveness

Present Context:

- Congress is broken.
- Pell grant increase.
- Ukraine implications.
- Inflationary pressures remain high.
- Increasing social stratification.
- Recession: Central Bank continues to try and get a handle on the economy.
- Mental Health
- MI State Government
- University enrollment
- Safety & security
- Social & Economic Mobility
- Demographic Shifts

How do we best position Jackson College:

- A strategic focus, incorporating the above factors and others.

*STRATEGIC AGENDA:*

CEO Phelan shared Jackson College's evergreen, 18-month, strategic agenda, which will be reviewed quarterly by the Leadership Council, and subsequently extended for another 3 months.

This document has been poured into by the whole of the institution since Fall 2022. It started with the Board's Carholdership-Linkage feedback, ENDS Policy, and proceeded from there. The Leadership Council subsequently generated 8 Big Ideas/galvanizing ideas/goals for the College to consider going forward. Over 175 employees participated in an input survey, extensive meetings were held with the Leadership Council, Coordinating Council, Administrative Council, as well as in all departments of the College. This work was distilled down to the 3 main goals and their related strategies.

The three vital goals of the Strategic Agenda include: Student, Talent, and Workforce Development.

The final step in this quarter's strategic agenda process is determination of measurable and specific tactics that will operationalize the strategies, which are expected by May 1st.

## **BUDGET DISCUSSION**

### *FY '23 PERFORMANCE:*

CEO Phelan began with an overview of the current (i.e., FY '23) financial experience, referencing the December 2022 Financial Report, the Board approved budget, and fiscal experience to-date. This included a look at the projected actual budget with a 6-month actual performance indication.

### *CASH CONTROL UPDATE / CYBERSECURITY UPDATE*

CEO Phelan provided an update of the current cash control and cybersecurity precautions that have been deployed in response to auditor recommendations.

Additionally, CEO Phelan discussed a number of current, as well as proposed strategies to address threat actors. Focus areas are respond and recover, detect, protect, and governance. Trustee Hoffman noted that employees and vendors can be the most difficult challenge to cyber protection.

### *PROPOSED FY '24 BUDGET TARGETS*

CEO Phelan reviewed the internal and external influences on the budget, the improved budget process using an online platform and inclusive process for expansive input and perspectives, as well as the projected BCH for FY'24. He then reviewed the major revenue assumptions including proposed FY'24 tuition and fees by billing type, BCH, state appropriations, property tax and major expense assumptions including wages and merit pay, retirement and benefits, plant and facilities, electronic and institutional equipment, services/staffing agency, transfers, and transfer-debt service.

Chairperson Crist reminded the Board of the new competition that may present itself when the eligibility for Corrections Education Programs expands to all higher learning institutions on June 30<sup>th</sup>. CEO Phelan explained the challenges presented by CEP in which Jackson College is well-versed, which could be unsurmountable hurdles for other

institutions. CEO Phelan explained to Trustee Heins that the budget is built around a robust CEP program, but conservative with levers that can be moved should there be any fluctuation, though unexpected, in enrollment.

Trustee Barnes and CEO Phelan discussed the use of open education resources (OER). Dr. Butler and Ms. Ruttkofsky described the race to OER over the years, some of the successes that are able to be realized with OER in some areas, and areas where publishers are currently still out-flanking OER.

CEO Phelan described the reduction of previous year revenues due to the 3<sup>rd</sup>, and final, phased elimination of online course fees, for the benefit of the student and institutional competitiveness. He also shared that housing rates proposed for FY '24 are unchanged, with a slight proposed increase in meal plan prices and methods to assist in keeping students committed to addressing their hunger needs. CEO Phelan and Trustee Barnes discussed the commitment to continued maintenance on campus housing.

Ms. Crum described for Chairperson Crist that the current usage of campus housing is at 181 students, with a capacity of nearly 400, but the FY'24 housing applications are promising for getting closer to full capacity.

CEO Phelan described the FY '24 property tax revenue calculation, which each year has an approximate loss in excess of \$1M a year due to the Headlee rollback millage rate.

Continued investment in student success and growth includes Ready Set Jet, learner achievement, new facilities (Jets Pavilion, Jets Air Station, Steam Factory, and Observatory), marketing, tech & data advancement, returning to PreCovid levels, and new instructional programs.

Trustee Barnes and CEO Phelan discussed the contemplation of improved soccer fields in the next 5 years. Naming opportunities for the Observatory may be on their way as well.

To Trustee Barnes' question, Mr. Frew shared that navigators are currently at 225 students per navigator, with a goal of 100-200 per navigator.

CEO Phelan answered for Chairperson Crist that a public relations employee for the College was recently hired. Joe Gebhardt is that person, hired from Fox 47.

Trustee Barnes discussed in the practice of not charging senior citizens for tuition that it should be made explicit to seniors that their attending for no tuition does NOT displace any other paying student.

The general fund budget and the auxiliary, support services budget have been separated to discern between effects between the two. Chairperson Crist, Ms. Allen,

and CEO Phelan discussed the Potter Center revenues predicted, still conservatively considered. Chairperson Crist encouraged the Trustees to show support for the Potter Center Season.

#### *CAPITAL MASTER PLAN FOR FY '24*

CEO Phelan reviewed the 5-Year Facilities Master Plan and the FY '24 Campus Master Plan Projects.

CEO Phelan spoke to Vice-Chairperson Patterson's inquiry for investment in on-campus generators. Generators will take 12-18 months to acquire, which will potentially put them in the FY '25 budget rather than the FY'24 budget.

He also explained the dire need for capital outlay toward renovation of McDivitt Hall, which is still being pursued as the FY '23 capital outlay request, along with renovations to Whiting Hall (the FY '24 capital outlay request). CEO Phelan expounded upon the predicted, continuous growth in the use of our on-campus facilities (even in an era of on-line instruction increase).

Trustee Heins and CEO Phelan discussed the goal of the Jets Air Station generating revenue.

#### *LONG-TERM DEBT REVIEW*

CEO Phelan provided a review of long-term debt.

#### *EARLIER BUDGET CONSIDERATION FOR APPROVAL*

CEO Phelan concluded the budget discussion with an earlier FY '24 budget consideration for approval, to have the budget packet ready for Board consideration at their regular May meeting.

Trustee Heins expressed concern with the proposed budget. Trustee Hoffman noted that any cost increases would be half of what the current inflation is. CEO Phelan assured the Board that proposed increases in tuition would be offset by the proposed, and previously discussed elimination of on-line fees; in fact, students taking on-line will see a reduction in tuition and fee costs overall.

The Trustees will consider the discussion of millage being added to their Summer Retreat agenda.

#### **OTHER COLLEGE ITEMS**

##### *CONSIDERATION OF RECOMMENDED POLICY GOVERNANCE CHANGES:*

CEO Phelan and Chairperson Crist proposed a Policy process review and development process: The Trustees discussed creating a process by which policies are more directly reviewed by the Board, perhaps by assigning policies for review to specific Board members, as a means of spreading out the responsibility, and then those Trustees sharing out suggestions for policy amendments (or lack thereof) at respective Board

meetings for the full Board's consideration. The use of a Governance Coach Rose Mercier in this work and the overall process will be discussed further at the Board's Summer Retreat.

CEO Phelan led a conversation with the Board about the Policy Governance approach (John Carver) on the matter of standing Board committees versus ad-hoc committees and received their recommendations. Trustee Barnes and Vice-Chairperson Patterson shared support for eliminating standing committees, and that work being included in existing regular Board meetings. Discussion ensued on what could be handled in open and closed sessions of Board meetings. Dissolving the Audit Committee and Careholder Linkage Committee into work of the full Board (start to finish) at regular Board meetings will be discussed further at the Board's Summer Retreat. Such a practice would also provide for broader board experience, making any board changes less disruptive due to knowledge loss.

Peer Benchmarking: CEO Phelan proposed policy governance benchmarking with North Central State College, OH, possibly at the upcoming ACCT Congress meeting in October 2023 for a couple hours. The Board collectively supported this idea, and possibly benchmarking with a different college every 3 years.

#### *PROCESS MAPPING (PRR):*

Doug Yenor provided a timeline for, and overview of, the process re-imagine and redesign (PRR) currently underway via CampusWorks at Jackson College. Discussion ensued on how employees might best be able to find, view, and delve into the process maps that are created via this project.

#### *STUDENT SUCCESS RATES & RETENTION:*

Executive Director, Student Success and Retention, Ashley Van Heest provided an overview of the current student success rate and retention at Jackson College, along with (perhaps most importantly) next steps toward furthering success in this area. Ms. Van Heest highlighted the no-longer-optional practice of coupling education development courses with college courses, an effort to ensure embedded exceptional support.

#### *PHYSICAL SECURITY UPDATE:*

As Jackson College is always improving upon how best to serve and protect their students and employees, Chief Operating Officer, Cindy Allen, updated the Board on Jackson College's emergency preparedness and campus safety and security. President Phelan indicated that he is intentioned on bringing security services entirely in-house.

Trustee Heins and CEO Phelan discussed the role of the Board in the occasion of an emergency. Vice-Chairperson Patterson and CEO Phelan discussed efforts toward obtaining State and Federal funds targeted at security and safety in higher education, to further enhance security on campus and address the security challenges of an open campus.

Trustee Simpson and Ms. Allen discussed the immediate discussion of security practices with new employees. Trustee Simpson shared his appreciation for the proactive safety practices at Jackson College.

## **BOARD ITEMS / COMMENTS**

### ***REVIEW OF SUMMER RETREAT AGENDA & BOOK ASSIGNMENT:***

CEO Phelan reviewed topics for the Board's June 23rd Summer Retreat agenda and the book assignment.

Proposed Summer Retreat Topics – June 23, 2023 – 8am-2pm:

- Careholdership Linkage Considerations
- FY'23 Governance Process Policy Compliance Survey Results
- Book: *Trusteeship in Community College* – Review of each chapter summary
- Committee Process Usage
- Case Studies
- Annual ACCT Congress Preparations
- Peer Benchmarking Mtg. at ACCT
- Policy Review Process
- Millage Consideration

## **PLUS / DELTA**

Trustee Simpson shared appreciation for the timing, flow, and information breakouts from staff at the Spring Planning Session. Trustee Heins noted a 1pm stop time is good for energy levels. Trustees agreed on the preparation and timing.

## **ADJOURN**

**MOTION BY TRUSTEE LAKE “To adjourn.”**

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

Meeting Adjourned at 1:20pm ET.

The foregoing minutes for the Spring Planning Session of the Board of Trustees held on Friday, April 7, 2023 were approved at the regular meeting of the Board of Trustees on Monday May 8, 2023.



---

Chairperson