JACKSON COLLEGE

Five-Year Capital Outlay Plan

October 2025

JACKSON COLLEGE

Five-Year Capital Outlay Plan

Fiscal Year 2027 Capital Project Request

Contents

I. Mission Statement

Mission Together we inspire and transform lives.

Vision Jackson College is a world-class institution of higher education where learners succeed and community needs are met.

Statement of Beliefs As employees of Jackson College, we believe:

- Student success is our highest calling.
- In acting with integrity and in service to the public trust.
- In pursuing truth through inquiry, evidence, and dialogue.
- In serving others with professionalism, respect, and compassion.
- Innovation is vital to meet the challenges of today and tomorrow.
- We grow together through shared purpose and mutual responsibility.

Values

- We pursue truth through learning, dialogue, and discovery – We believe education begins with curiosity and thrives in a culture of evidence, inquiry, and intellectual courage;
- We embrace the dignity of every person through compassion and respect – We care deeply for our students, employees, and communities, and honor each voice as essential to who we are;
- We create opportunity through access, support, and belief in human potential – We are committed to helping every learner advance toward a better future;
- We serve our communities with purpose and pride – Our mission compels us to strengthen the region we call home –through education, workforce development, and civic engagement;
- We cultivate innovation to meet the challenges of tomorrow – We are future-focused, always learning, and unafraid to rethink how we teach, lead, and serve; and
- We lead with integrity and are accountable to the public trust – In every decision and every action, we uphold the highest standards of ethics, transparency, and stewardship.

II. Instructional Programming

PROGRAMS

BUSINESS AND COMPUTER TECHNOLOGY PATHWAY
Accounting
Business Administration
Cloud Networking, Security & Administration
Computer Support
Digital Marketing
Entrepreneurship
Esports
Public Leadership & Administration
Software Engineering
Sport Management

HEALTH SCIENCES PATHWAY
Cardiac Sonography
Dental Hygiene
EKG Technician
Emergency Medical Services
General Sonography
Health and Pre-Professional Science
Medical Assistant
Medical Coder/Biller
Medical Office Support
Nursing
Phlebotomy Technician
Radiography
Respiratory Therapy
Surgical Technology
Vascular Sonography

SCIENCE, ENGINEERING AND MATHEMATICS PATHWAY
Engineering
Enviromental Science
Mathematics
Science

LIBERAL ARTS PATHWAY
3D Design and Animation
Art
Associate in Arts
Associate in General Studies
Digital Photography
Education
English
Graphic Design
Music
Pre-Law
Theatre

PROFESSIONAL TRADES/INDUSTRY 4.0 AND AGRICULTURE PATHWAY
Advanced Manufacturing
Agriculture Technology
Computer Automated Design
Electrician
Energy Systems
Lineworker
Occupational Studies

SOCIAL SCIENCES PATHWAY
Behavioral Science
Communications
Corrections
Education
History
Law Enforcement
Psychology
Social Work

TRANSFER DEGREES
- Associate in Arts
- Associate in General Studies
- Associate in Science

TRANSFER PROGRAMS
- English
- History
- Mathematics
- Music
- Physical Therapy
- Pre-Law
- Psychology
- Social Work

OCCUPATIONAL DEGREE
- Associate in Applied Science

New programs are frequently being developed; to learn more visit www.jccmi.edu/academics, or speakwith admissions staff or a student success navigator. If you are thinking about transferring, Jackson College has agreements in place with many universities to allow a seamless experience.

JETS JACKSON COLLEGE

COLORS
Burgundy and Gold

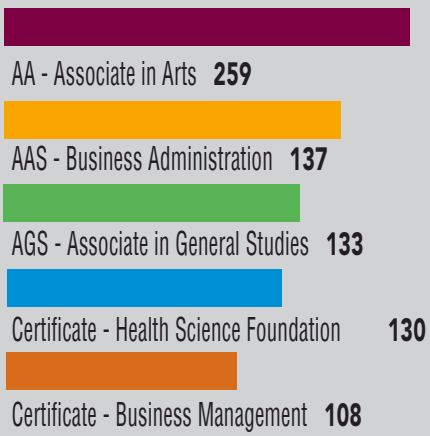
SPORTS
Co-ed: ESports
Men's: Baseball, Basketball, Bowling, Cross Country, Golf, Soccer
Women's: Basketball, Bowling, Cross Country, Soccer, Softball, Volleyball

Jackson COLLEGE

PRESIDENT & CEO: Dr. Daniel J. Phelan

BOARD OF TRUSTEES: Sheila A. Patterson, Chairwoman
Donna L. Lake, Vice Chairwoman • Matthew R. Heins, Trustee
Philip E. Hoffman, Trustee • Danielle E. Mackey, Trustee
Christopher A. Simpson, Trustee • Teshna Thomas, Trustee

TOP 5 DEGREE PROGRAMS



* Source: Web Query Enrollment Summary, IPEDS 2023-2024 Reporting

Projected Programming Changes and Initiatives

Jackson College offers many degree options and content specializations that support the healthcare ecosystem within the tri-county area. Jackson College's Health Sciences Pathway allows students to obtain the most current and highest-level skills in their chosen health profession. Programs in this pathway include Nursing (Associate degree and certificate), Dental Hygiene (Associate degree), Emergency Medical Services (certification), Medical Assistant, new in 2024-Medical Assistant Apprenticeship Program (Certificate), Medical Insurance Coder/Biller (Certificate), Medical Office Support (Certificate), Respiratory Care (Associate degree), Radiography (Associate degree), Diagnostic Medical Sonography, Cardiac Sonography and Vascular Sonography (Associate degrees), Surgical Technology, Pre-Physician Assistant and Patient Care Technician (Certificate, including EKG and Phlebotomy). Jackson College recognizes the importance of designing workforce-centered programs and meeting students and partners where they are.

Jackson College's goal is to create a new learning space that allows the acquisition of clinical skills through deliberate practice and service learning. Jackson College plans to redesign the simulation center and build a shared community simulation program, where the community families can receive high-quality medical screening services and workforce partners can upskill employees and enhance lifelong learning. The simulation center will replicate a trauma one emergency service department where learners and guests will experience the depth and breadth of how a healthcare team works cohesively. The holistic space will integrate subject matter with the most relevant augmented reality, virtual reality, and high-fidelity simulation. Ultimately, the new approach to integrating workforce, community, and education will close the equity gap, attract talent, accelerate learning, and increase completion.

Jackson College plans to expand its Line worker program to include a broader focus on utilities. This includes forming partnerships with multiple Electric Associations in the state and expanding programming. Jackson College is launching the Applied Technology Center (ATC), a new, state-of-the-art facility designed to train the next generation of skilled workers in utilities, energy, broadband, HVAC, and public works. This building serves as a central hub for hands-on, industry-aligned education that supports Michigan’s workforce needs in critical infrastructure sectors.

The ATC will house flexible training labs, high-bay workspaces, and technology-enabled classrooms that support stackable credentials and career pathways in linework, fiber optics, water/wastewater treatment, HVAC systems, and more. Programs have been developed in collaboration with employer partners and municipal utilities to ensure alignment with real-world job demands.

This expansion reflects Jackson College’s commitment to education reimagined—providing practical, flexible, and scalable training for both traditional students and adult learners. The ATC will also serve as a venue for custom training, certifications, and employer-sponsored learning, positioning Jackson College as a regional leader in applied technical education.

Jackson College is expanding its *JetFlex* Competency-Based Education (CBE) model to offer more flexible, student-centered learning options aligned with workforce and transfer needs. *JetFlex* allows learners to progress at their own pace—advancing as they demonstrate mastery of defined competencies rather than by time spent in class. This model removes barriers for working adults and returning learners by integrating prior learning assessment, authentic performance-based assessments, and personalized instructor feedback.

The CBE expansion builds on the Jackson College Learning Model 2.0, emphasizing adaptive pathways, mastery-based grading, and workplace-aligned competencies vetted by industry and transfer partners. Students receive wraparound supports, including success navigators, to ensure continuous progress.

This expansion positions Jackson College as a regional leader in innovative, workforce-aligned education—bridging academic excellence with employer trust, accelerating credential attainment, and advancing Michigan's Sixty by 30 talent goals.

The Business and Technology Department of Jackson College has recently been renamed Business Innovation and Digital Transformation to reflect better the strategic direction and future initiatives of the division. This name represents the College's commitment to preparing students for a rapidly evolving workplace where innovation, technology integration, and digital fluency are essential for success.

Current and Emerging Initiatives

Jackson College programs are undergoing a comprehensive redesign to integrate artificial intelligence (AI) and emerging technologies into both curriculum and instruction. Faculty are developing course enhancements that emphasize digital literacy, automation tools, data analytics, and ethical technology, ensuring that students gain relevant, hands-on experience with tools shaping today's business and technical environments.

The Business program has been redesigned using a Competency-Based Education (CBE) model, allowing students to progress as they demonstrate mastery of key skills and concepts rather than being bound by traditional seat time. This flexible, outcomes-driven approach provides an individualized learning experience that better meets the needs of working adults and career changers.

In addition, the department is pursuing accreditation for the Business program, aligning courses with national standards of academic excellence and employer expectations. Accreditation will strengthen program credibility, support transfer agreements, and open opportunities for students to earn industry-recognized credentials alongside their degrees.

Enrollment and Program Growth

We are actively implementing targeted strategies to increase enrollment across all Business and Technology programs. These include expanding partnerships with local industries, enhancing high-school dual enrollment pathways, and offering flexible learning modalities such as online, hybrid, and accelerated course formats. Jackson College's goal is to be the regional leader in workforce-aligned education that supports career advancement and lifelong learning.

Community and Workforce Impact

These initiatives are expected to significantly enhance the well-being and development of the community. By equipping students with the knowledge and skills to thrive in an increasingly digital economy, we will strengthen the pipeline of the local workforce and help area employers remain competitive. Business Innovation and Digital Transformation at Jackson College will serve as a bridge between education and industry for cultivating entrepreneurs, analysts, and technicians who drive growth and innovation in Jackson County and beyond.

Partnerships with Intermediate School Districts

Jackson College has several partnerships with intermediate school districts. High school students thinking about college don't have to wait to get started. Jackson College provides an opportunity for motivated students to enrich their high school education with dual enrollment options made possible by the Postsecondary Option Act. Jackson College also offers more opportunities for high school students to attend college in Jackson, Lenawee, and Hillsdale counties with a variety of early and middle college programs.

The new Jackson County Early College is open to students in every public high school in Jackson

County. It is designed as a Universal Entry/Universal Exit model whereby students can begin their college education as early as their freshman year and stay through year 13, with the opportunity to earn their high school diploma and an associate degree.

Also, a preparatory and early/middle college program is located on the Jackson College Central Campus, educating grades 6-12. Students then attend a fifth year, earning both their high school diploma and an associate degree.

The Jackson Area College and Career Connection Early/ Middle College is a unique learning program that creates a pathway for high school students to earn a high school diploma, college credit up to an associate degree, a technical/career credential, participation within a school-to-registered apprenticeship, and the opportunity for employment upon graduation.

The Jackson College/Lenawee Intermediate School District (LISD) Academy is a middle college program located in the LISD TECH Center and Jackson College @ LISD TECH campuses. Students may attend throughout high school and complete the fifth year, with the opportunity to earn both their high school diploma and an associate degree.

Starting in fall 2017, the early/middle college provides a combined high school and middle college program. Beginning in the 11th grade, students complete high school requirements and enroll in college classes. After 12th grade, students will attend the fifth year, earning both their high school diploma and at least 15 college credits.

Community Activities

The Health Science department is again hosting a Health Wise Screening event, which is free to the community. This will continue to be held annually, in the new Medical Simulation Center.

Articulation Agreements

Jackson College has articulation agreements with Albion College, Baker College, Central Michigan University, Cleary University, Eastern Michigan University, Ferris State University, Northwood University, Siena Heights University, University of Michigan – Flint, University of Michigan-Dearborn, Grand Valley State University, University of Detroit Mercy, Western Michigan University, and Wayne State University. We are currently finishing up an articulation agreement with GVSU for Business. Jackson College seeks to update and expand articulation agreements to present them to students early, integrating transfer planning and advising.

Jackson College is excited to celebrate its new 2 + 2 agreement with the University of Michigan–Dearborn, creating a seamless transfer pathway for students earning an Associate of Arts at Jackson College to complete their Bachelor of Arts in Elementary Education. This partnership stands out because UM-Dearborn's program is offered entirely online, allowing teacher candidates to learn where they live while completing their two required apprenticeships and student teaching within their local communities. This partnership provides aspiring educators in the region with accessible pathways to earn teaching degrees locally.

The CCE department at Jackson College focuses on providing quality training opportunities to upskill the workforce in the tri-county area. It offers customized training, facilitates the Michigan New Job Training Program, and collaborates with workforce organizations to identify additional resources as needed.

Jackson College also helps individuals advance their careers through personal training, finding new occupations, or exploring personal interests.

Over the 2023-24academic year, CCE has offered several workforce training courses, online self-paced and in-person training courses, along with community enrichment classes. Included is a spreadsheet of the various classes offered over the 2023-24 academic year with a total enrollment number of 3,372.

In the Summer of 2025 Jackson College partnered with the YMCA of Jackson to offer Summer Camp on campus.

CCE hosted approximately 500 YMCA campers, ages 4 to 11, for educational and recreational programming held twice weekly over a five-week period from June 18 to July 24, 2025. Campers participated in engaging educational sessions facilitated by Jackson College volunteers, including faculty, staff, and community partners such as local fire and police departments. Activities were held in campus facilities including the Field House, Theater, Health Clinics, and Observatory, providing young learners with early exposure to college-level programs and career pathways.

Jackson College collaborates with multiple businesses across the tri-county region through the Michigan New Jobs Training Program (MNJTP). CCE currently administers over $5 million in MNJTP contracts, supporting training for more than 500 newly created positions. Over the past year, CCE and the Business Office, in partnership with EdEn Inc., have worked to consolidate and streamline MNJTP agreements. This consolidation enables partner employers to allocate funding more efficiently across eligible positions and simplifies the process of adding new roles. Additionally, Jackson College has enhanced its internal management of these agreements, allowing for more strategic fund distribution aligned with employer training plans. With support from the Michigan Treasury, the Michigan Community College Association (MCCA), and the College's newly appointed Grants Coordinator, three inactive agreements were successfully closed, further optimizing the MNJTP portfolio.

Currently, the College has 11active contracts and 11 different partners. Partners include:

- Commonwealth Associates
- True Community Credit Union
- Lomar Machine & Tool
- Lifeways
- Technique
- PlaneWave Instruments.
- Henry Ford Jackson
- Production Saw and Machine
- Ultimate Auto Repair
- Align Center
- AAEJACT

Jackson College's Corporate and Continuing Education (CCE) department offers continued education courses. Below is a list from last year.

Course Name	**Enrollments**
2024 Summer Art Camp	2
2025 Art Camp for Teens: Dem Bones	1
2025 Baseball Camp	53

2025 Fall Holiday Charcuterie and Wine	8
2025 Kids Art Camps: I'm All About Color	9
2025 Sparkforce Camp	13
2025 Summer Band Camp	64
Accessing Records	8
Advanced Medical Billing [MIC-242-I50] SPR 2025	1
Advanced PLC Programming [ELT-261-H60] SPR 2025	1
AI for Educators	523
APSCA-LES Fall 2024	24
Astronomy Basics	51
Barn Quilt Creations	18
Basic Blueprint Lab June 2025	12
Basic Blueprint Reading Lab SUM 2025	5
Basic Electricity and Fluid Systems	108
Basic Fundamentals of Photography	15
Basic Programmable Controllers Session 1 Fall 2024	7
Beginner Sweetheart Waltz Experience	11
Beginner Wheel-Thrown Ceramics	2
Bloodborne Pathogens Training	3
Blueprint Reading and Precision Measurem [MFG-136-H60]	20
Building a Collaborative Work Environment	1
Canvas for Advanced Students: Beyond the Basics	21
Coder/Biller Capstone [MIC-255-I60] SPR 2025	1
Communication Strategies	1
Conflict Resolution Techniques in the Workplace	1
Cookie Wonderland: A Sweet Decorating Evening	6
CPR & First Aid [HOC-110-I60] SPR 2025	1
Critical Thinking	2
Customer Service for the Jackson College Employee	16
Electrocardiography Technician [HOC-135-I50] SUM 2025	1
Emergency Medical Responder (EMS-116-H1) Fall 2024	7
Employment Hub	35
EV Electric Vehicles and Alternative Fuel Education and Safety	1
GD&T Summer 2024	15
Google Certificates	261
Growing with Canvas (Teacher Training)	1
Health Science Program Admission Course	83
Henry Ford Jackson Nurse Assistant Summer 2024	10
High Quality Assessments	1
Industrial Safety [MFG-135-I60] SPR 2025	1
Infection Control: How to Do Your Part	52

Instructional Design Certified Educator (IDCE) Program	1
Intro Diagnostic Imaging (DMS-100) Spring 2025	29
Intro to Body Systems [MED-125-I51] FAL 2024	1
Introduction to Computer Systems Spring 2025	25
Introduction To Gaming	29
Jackson College Online Instructor Certificate (OIC)	5
Jackson College Pop-Up Ceramics	22
Jackson College Welcome to Canvas Basics	1,448
JATA-LES Spring 2025	7
Jets Air Station Membership	19
Leadership and Influence	2
Learn How to Paint with Watercolors	6
Legends Manufacturing LES SUM 2025	9
Manufacturing Makerspace: Design to Production SUM 25	11
Mastering Junk - Recycled Materials Art Spring 2025	4
MMEA Safety Workshop OSHA 10 Course	59
Models for Instructional Design and Technology	1
Murder Mystery Dinner Fall 2024	28
NEC Code Update Fall 2024	23
Online Course Accessibility: Ensuring Equitable Learning Experiences	8
OSHA 2025 Compliance Training: Bloodborne Pathogens & Accessing Records	26
OSHA 2025 Compliance Training: Hazardous Communication, Waste Ã, & SPCC Plan	3
Phlebotomy Technician [HOC-145-H60] SUM 2025	1
Phlebotomy Technician [HOC-145-I50] SUM 2025	1
Physician Office Medical Coding (MIC-241) 2025	1
Practicode	5
Principles of CNC Machining (MFG-201) Spring 2025	1
Principles of CNC Machining [MFG-201-H50] FAL 2025	1
Principles of CNC Machining [MFG-201-I99] FAL 2024	1
Production Process and Fabrication [MFG-137-H60] SPR 2025	2
Production Process and Fabrication [MFG-137-I50] FAL 2025	1
Production Process and Fabrication [MFG-137-I60] SPR 2025	1
Resume Mastery	6
Robotics 1 (MFG-211) FAL 2024	2
Sales Fundamentals	3
Solar Spotlight	1
Solidworks 1 [CAD-152-H50]	16
Solidworks 2 [CAD-172-H60]	2
Solidworks 3 (CAD-252-I99)	3
Still Writing Pages: Lyrical Analysis through Taylor Swift's Music Catalog	1
The Moon in Detail	27

Theatre Practicum (THR-268-01) Fall 2024	1
Theatre Practicum [THR-268-02] FAL 2024	28
Traditional Taekwondo for Beginners SPR 2025	1
Ultimate Drawing Workshop	6
Vices and Fixtures [MFG-202-H60] FAL 2025	1
Wine Appreciation: How to Taste Wine like a Snob and be Hated by All Your Beer Drinking Friends	10
Workforce Ready Program	2
Workplace Etiquette	4
Total Enrollments	**3,372**

Custom Training

Fiscal Year	Description	Number of Participants
24-25	Henry Ford Nurse Assistant Training 2024	12
24-25	Leading Edge Series ASPA - LES (APHW)	24
24-25	Leading Edge Series JATA	8
24-25	GPWE Basic Electricity & Fluid Systems Section 1 (March10-April 25)	33
24-25	GPWE Basic Electricity & Fluid Systems Section 2 (April 28-June 13)	66
24-25	GPWE Intro to Computer Systems (March 10-April 25)	25
24-25	Weld Inspect (Technique)	11
24-25	Blueprint Reading & Precision Measurement I Lab May 2025	5
24-25	DMS - 100	28
24-25	Blueprint Reading & Precision Measurement I Lab June 2025 (6/4-7/9/25)	5
	Total Participants	**217**

III. Staffing and Enrollment

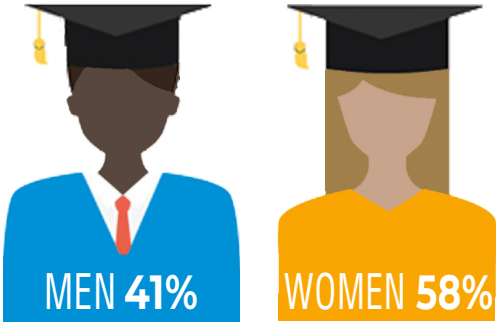
Jackson College
by the numbers

2024 - 2025

FULL TIME 23%

TOTAL HEADCOUNT **7,910**

PART TIME 77%



1% UNIDENTIFIED

STUDENT TO FACULTY RATIO*

1 faculty

18 students

AGE

UNDER 20
42%

20 - 25
24%

26 AND OVER
35%

DEMOGRAPHICS OF STUDENTS ENROLLED FOR CREDIT

WHITE	64%
UNKNOWN	10%
BLACK OR AFRICAN AMERICAN	13%
HISPANIC	7%
MORE THAN ONE RACE	5%
ASIAN	1%

CERTIFICATES AWARDED IN 2024-2025 ACADEMIC YEAR

Certificates & Degrees Awarded	1,972
Graduates	854

FINANCIAL AID

88%
of FIRST TIME, FULL TIME STUDENTS were awarded some type of grant or scholarships from federal, state, local or institution.
Per IPEDS reporting 24-25 cycle

4 locations

Central Campus • Jackson, MI
Jackson College Hillsdale • Hillsdale, MI
Jackson College Lenawee • Adrian, MI
Jackson College Global

* Source: Web Query Enrollment Summary, IPEDS 2024-2025 Reporting

Enrollment by Program & Student FTE Status

Full TIme: 12 or more credit hours

Time Period: 25/FAL

Primary Program of Study

WEBI Query- Institutional Research/ Departments/ Business Office/ 5 Year Plan

Primary Program	Primary Program Description	Full-Time	Part-Time	Grand Total
ACCT.AAS	AAS - Accounting	20	58	78
ADMA.AAS	AAS - Advanced Manufacturing	10	25	35
AGBU.CERT	Certificate - Agribusiness	0	1	1
AGTE.AAS	AAS- Agricultural Technology	1	8	9
AHGS.AAS	AAS - Allied Health General Studies	0	1	1
ALHE.AAS	AAS - Allied Health	5	15	20
APPR.CON	Concentration - Apprentice	0	3	3
ARTS.AA	AA - Associate in Arts	304	345	649
BHSC.CERT	Certificate - Behavioral Sciences	0	5	5
BMGT.CERT	Certificate - Business Management	1	11	12
BUAD.AA	AA - Business Administration	101	82	183
BUAD.AAS	AAS - Business Administration	173	568	741
CAAM.CERT	Certificate - Advanced Manufacturing CAD/CAM	1	0	1
CLNE.AAS	AAS - Cloud Networking	0	6	6
CNSA.AAS	AAS- Cloud, Networking, Security and Administration	35	38	73
COMM.AA	AA-Communication	12	12	24
CORR.AAS	AAS - Corrections	3	12	15
CORR.CERT	Certificate - Corrections	4	17	21
CSON.AAS	AAS - Cardiac Sonography	0	6	6
CSST.AAS	AAS- Computer Support Specialist	0	1	1
CYSE.AAS	AAS - Cyber Security	3	16	19
DDDA.CERT	Certificate - 3D Design and Animation	3	4	7
DENT.AAS	AAS - Dental Hygiene	1	0	1
DIPH.CERT	Certificate - Digital Photography	2	3	5
DMKT.CERT	Certificate- Digital Marketing	1	8	9
DUAL.NDS	NDS - Dual Enrolled School Students	4	446	450
EGYM.BS	BS - Energy Systems	3	5	8
EGYT.AAS	AAS - Energy Systems Technology	7	5	12
ELEC.AAS	AAS - Electrician	25	28	53
ELEC.CERT	Certificate - Electrician	7	23	30
EMTE.CERT	Certificate - Emergency Medical Services - Emt B License	3	7	10
ENSC.AAS	AAS - Environmental Science	9	25	34
ENSC.CERT	Certificate - Environmental Science Certificate	1	0	1
ENTR.AAS	AAS - Entrepreneurship	1	0	1
ENTR.CERT	Certificate - Entrepreneurship	0	2	2
ESGD.CERT	Certificate - Esport Game Design	0	2	2

Enrollment by Program & Student FTE Status

Full TIme: 12 or more credit hours

Time Period: 25/FAL

Primary Program of Study

WEBI Query- Institutional Research/ Departments/ Business Office/ 5 Year Plan

ESMG.CERT	Certificate - Esport Management	0	2	2
FUEN.CERT	Certificate - Fundamentals of Engineering	0	1	1
GEST.AGS	AGS - Associate in General Studies	53	110	163
GRDE.AAS	AAS - Graphic Design	16	25	41
GRDE.CERT	Certificate - Graphic Design	0	7	7
GSON.AAS	AAS - General Sonography	0	2	2
GUES.NDS	NDS - Guest Student - College	0	20	20
HEMC.NDS	NDS - Hillsdale Early Middle College	13	38	51
HESC.CERT	Certificate - Health Sciences Foundations	3	33	36
HPPS.AAS	AAS - Health and Pre-Professional Science	333	834	1,167
HPPS.CERT	Certificate Health and Pre-Professional Science	0	1	1
ISAM.CERT	Certificate - Industrial Systems:Advanced Manufacturing	0	2	2
JCEC.NDS	NDS - Jackson County Early College	119	824	943
JPEC.NDS	NDS - Jackson Prepatory Early College	10	65	75
LAEN.AAS	AAS - Law Enforcement	18	14	32
LECN.NDS	Lenawee College Now	8	221	229
LEMC.NDS	NDS - Lenawee Early Middle College	5	37	42
LINE.CERT	Certificate - Empower Lineworker Pre-Apprentice	24	40	64
MEBI.CERT	Certificate - Professional Medical BIller	0	5	5
MECO.CERT	Certificate - Professional Medical Coder	0	2	2
MEDA.CERT	Certificate - Medical Assistant	3	6	9
MEOS.CERT	Certificate - Medical Office Support	0	2	2
MICB.CERT	Certificate - Medical Insurance Coder/Biller	0	3	3
MTAC.DIP	Diploma - Michigan Transfer Agreement Completion	0	3	3
NESP.AAS	AAS - Networking Specialist	0	2	2
NESP.CERT	Certificate - Networking Specialist	1	1	2
NURS.AAS	AAS - Nursing	6	49	55
OCST.AAS	AAS - Occupational Studies	0	3	3
PAMT.AA	AA - Public Leadership and Administration	6	21	27
PAMT.CERT	Certificate - Public Leadership and Administration	0	5	5
PERS.NDS	NDS - Personal Interest	1	21	22
PNCE.CERT	Certificate - Practical Nursing	0	2	2
PPSC.CERT	Certificate - Pre-Professional Science	1	0	1
PTEC.CERT	Certificate - Production Technician	2	5	7
RADI.AAS	AAS - Radiography	2	13	15
RECA.AAS	AAS - Respiratory Therapy	0	7	7
RHVA.CERT	Certificate - Residential HVAC Technician	0	1	1
SCIE.AS	AS - Associate in Science	101	84	185

Enrollment by Program & Student FTE Status

Full TIme: 12 or more credit hours

Time Period: 25/FAL

Primary Program of Study

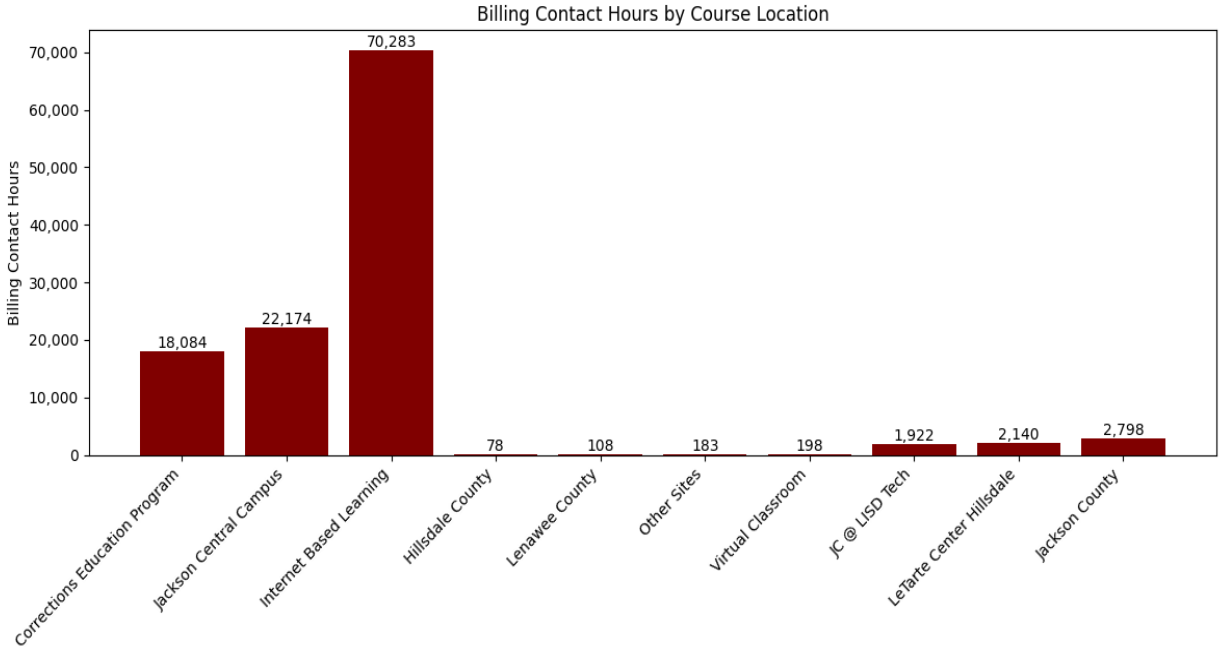
WEBI Query- Institutional Research/ Departments/ Business Office/ 5 Year Plan

SMGT.AA	AA - Sport Management	26	14	40
SOEN.AAS	AAS - Software Engineering	22	33	55
STAR.CERT	Certificate - Studio Art	0	1	1
SUTE.AAS	AAS - Surgical Technology	0	2	2
VSON.AAS	AAS - Vascular Sonography	1	0	1
WLAM.CERT	Certificate - Welding:Advanced Manufacturing	1	11	12
	Sum:	**1,515**	**4,360**	**5,875**

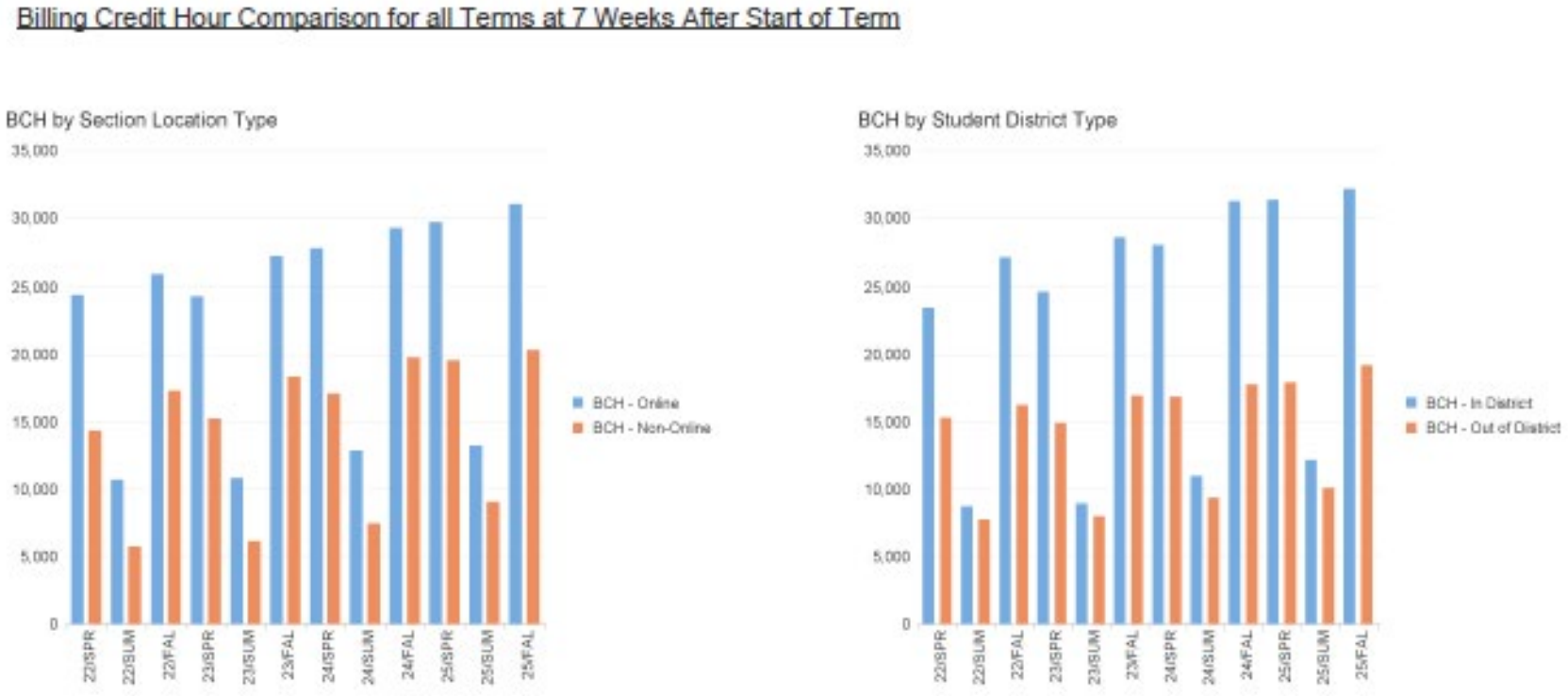
Student Access to Academic Programs

Jackson College owns more than 500 acres and sits on a scenic rural site six miles south of the city of Jackson. Jackson College has one central campus located in Jackson County with two satellite locations. The Letarte Center is one of the satellite locations where students may access their program of study that is equipped with a state-of-the-art science lab and computers available for student use. The Lenawee Independent School District Tech Center is the second satellite location which features the latest in technology, state-of-the-art science wing, and full-service bookstore.

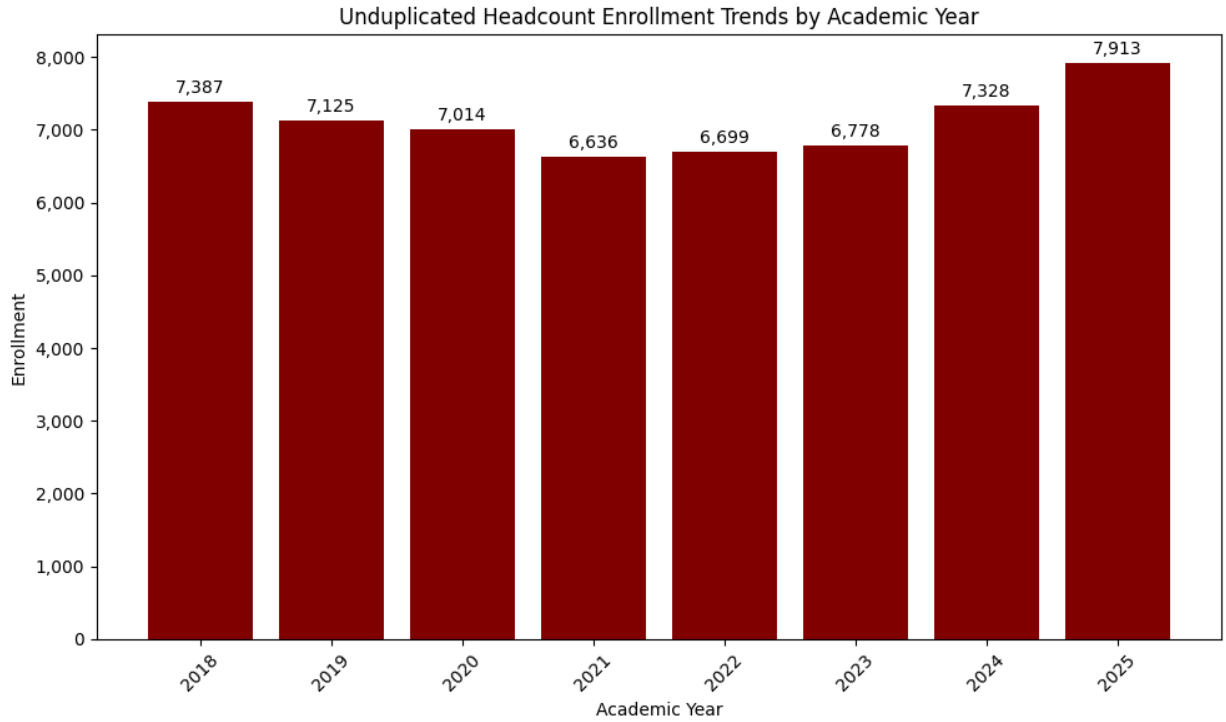
Enrollment by Location as of Last Day of Term: Fall 2024 - Summer 2025



Billing Credit Hour Comparison



Unduplicated Headcount Enrollment Trends



Projected Enrollment Patterns

Enrollment projections were calculated using the Autoregressive Moving Average model. This model accounts for the seasonality of enrollment at the College and uses previous enrollment patterns for its projections. Jackson College anticipates a slight year-over-year decline in enrollment for the next five years. It is important to note the environmental factors that impact Jackson College's enrollment which include the pandemic, high school enrollment levels, unemployment rate, and inflation.

Academic Year	Forecasted Billing Hours
2025-2026	118,850
2026-2027	118,775
2027-2028	118,730
2028-2029	118,702
2029-2030	118,685

Historical Enrollment Trends

Academic Year	Headcount	Year-Over-Year Change
2020-2021	6,592	
2021-2022	6,603	0.17%
2022-2023	6,745	2.15%
2023-2024	7,306	8.32%
2024-2025	7,873	7.76%

Billing Contact Hour (BCH) by Discipline by Term.

Operational Definition: Total number of billing contact hours generated in an academic year by discipline.

	24/FAL	25/SPR	25/SUM	Grand Total
ACC	1,153	1,040	500	**2,693**
AGT	64	43		**107**
ALT	21		3	**24**
ANT	180	285	33	**498**
ART	974	1,118	356	**2,448**
BIO	2,904	3,487	2,177	**8,568**
BUA	3,165	3,690	2,535	**9,390**
CAD	56	188	32	**276**
CEM	978	1,046	728	**2,752**
CIS	1,319	1,242	429	**2,990**
CNS	884	759	197	**1,840**
COM	1,479	1,470	585	**3,534**
CPS		9	12	**21**
CRJ	630	621	270	**1,521**
DHY	225	410	230	**865**
DMS	1,692	1,577	1,449	**4,718**
ECM	9	30		**39**
ECN	846	1,014	336	**2,196**
EDU	52	194	40	**286**
EGY	235.75	246	193	**674.75**
ELT	1,292	1,372	355	**3,019**
EMS	216	204	204	**624**
ENG	4,781	4,317	1,284	**10,382**
ENT	300	474	180	**954**
FYS	521	424	230	**1,175**
GEL	600	725	210	**1,535**
GEO	177	192	187	**556**
HIS	1,156	1,669	558	**3,383**
HOC	959	1,028	538	**2,525**
HPF	249	223	95	**567**
HUM	1,161	1,215	540	**2,916**
LTL	0	0	0	**0**
MAT	4,121	3,847	2,267	**10,235**
MED	324	320	234	**878**
MFG	355	413	48	**816**
MIB			36	**36**
MIC	288	231	180	**699**
MOA	978	936	495	**2,409**
MUS	866	846	299	**2,011**
NRS	1,770.92	1,706.82	54	**3,531.74**
NSC	691	538	253	**1,482**
PAM	522	696	543	**1,761**
PHL	252	693	222	**1,167**
PHY	422	358	175	**955**
PLS	693	579	231	**1,503**

PNC	298	475.31		**773.31**
PPA	12			**12**
PSY	3,406	2,787	837	**7,030**
RAD	453	459.5	431.5	**1,344**
RES	404	546	458	**1,408**
SEM	1,875	480	48	**2,403**
SMT	231	285		**516**
SOC	429	672	243	**1,344**
SPN	140	212	236	**588**
STM	60	36	15	**111**
SUR	138	126	164	**428**
SWK		128		**128**
THR	447	432	147	**1,026**
WLD	236	144		**380**
Sum:	**47,690.67**	**48,258.63**	**22,102.5**	**118,051.8**

Jackson College
Employee to Student Ratios
Fiscal Year 2025

	Annual FTE Students	**3,221**

Employee Classification	**FTE Employee Count**	**FTE Employee/Student Ratio**
Administrators	44	1 to 73
Staff	171	1 to 15
Faculty	68	1 to 47
Overall	283	1 to 10

Employee Profile

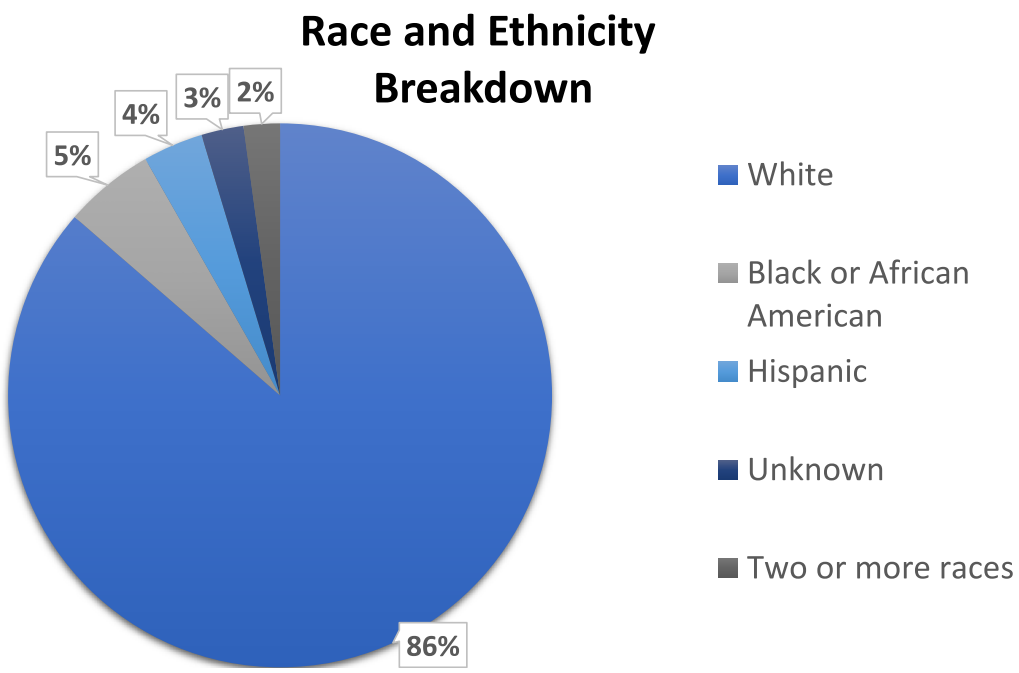
Jackson COLLEGE | Institutional Research and Effectiveness

Source: Webi Query HR IPEDS Staff Report /June 2025

The Employee Profile distinguishes all employees by standard occupational classification (SOC) occupational categories as defined by the Integrated Postsecondary Education Data System (IPEDS
Adjuncts are not represented in this snapshot

Position Type

Leadership	Administration	Faculty	Staff
9	21	65	167



Average Class Size
Source: WEBI Report- 5 Year Plan

Class Size Year	Sections	Duplicated Headcount	Average
2024-2025	2,232	35,400	15.9
2023-2024	2,075	32,120	15.5
2022-2023	1,921	29,451	15.3
2021-2022	1,862	28,273	15.2
2020-2021	1,802	28,444	15.8
2019-2020	2,153	32,465	15.1
2018-2019	2,289	33,903	14.8
2017-2018	2,019	30,314	15.0
2016-2017	2,236	33,058	14.8
2015-2016	2,518	37,044	14.7
2014-2015	2,283	36,197	15.9
2013-2014	2,883	38,188	13.2
2012-2013	2,559	41,826	16.3
2011-2012	2,850	47,799	16.8
2010-2011	3,053	56,055	18.4
2009-2010	3,072	58,410	19.0
2008-2009	2,900	48,197	16.6
2007-2008	2,791	43,500	15.6
2006-2007	2,514	39,959	15.9
2005-2006	2,356	36,640	15.6
2004-2005	2,309	36,960	16.0
2003-2004	2,226	36,030	16.2
2002-2003	3,054	38,956	12.8
2001-2002	3,149	37,326	11.9
2000-2001	3,306	36,153	10.9
1999-2000	3,689	36,920	10.0
1998-1999	3,795	41,555	10.9
1997-1998	3,900	44,186	11.3

IV. Facility Assessment

IV. Facility Assessment

In August 2023, Jackson College engaged Parsons Environment & Infrastructure Group Inc. of Grand Rapids to complete a comprehensive, campus-wide Facilities Condition Assessment. The final report, delivered in January 2024, evaluated all College facilities—including academic and administrative buildings as well as site infrastructure such as parking areas, sidewalks, and related systems. The assessment identified facility deficiencies within three primary categories: Operations and Maintenance, Code Compliance, and Capital Renewal. The resulting data have been instrumental in quantifying the College's deferred maintenance liabilities and informing both short- and long-term capital planning, budgeting, and investment prioritization efforts.

The College strategically restructured an existing staff position to establish a dedicated Coordinator for Deferred, Preventative, and Corrective Maintenance. Under this initiative, all institutional equipment—including HVAC systems, mechanical assets, and related infrastructure—has been comprehensively inventoried and cataloged. Each asset has been assigned a unique QR code linked to the College's Building Management System, providing detailed specifications, maintenance histories, and schedules for both preventative and corrective services. This integrated approach ensures accurate tracking, timely service, and data-informed planning for long-term facility stewardship.

a. Summary Description of Each Facility

See attached Facilities Assessment spreadsheet

b. Classroom Utilization Rates

Room hour usage per building rates are based on a standard schedule of Monday through Friday, 8am – 10pm.

Traditional classroom spaces are scheduled in times that meet demands of the varied student populations. Clinical spaces and nursing/allied health labs are scheduled at appropriate times to meet program and accreditation requirements.

See Attached Classroom Utilization Summary by Hour of Day, Day of Week

c. Mandated Facility Standards

Jackson College maintains a comprehensive safety and compliance program designed to protect students, employees, and visitors while ensuring full adherence to applicable federal, state, and local regulations. All programs and departments operate in accordance with established standards, including those set forth by OSHA and MIOSHA. The College conducts regular facility inspections to verify compliance and to identify potential hazards or areas requiring corrective action.

In addition to these institutional reviews, the Facilities Department oversees ongoing, weekly campus-wide safety training covering topics such as hazard communication, emergency

procedures, personal protective equipment, and safe work practices. Specialized training is provided for facilities personnel and technical staff responsible for mechanical, electrical, and HVAC systems, ensuring that all employees possess the competencies necessary to operate, maintain, and repair equipment safely and effectively.

Academic programs with elevated risk profiles—such as Manufacturing, Welding, Automotive, and the laboratory sciences—undergo more frequent safety audits and instructional reviews. These include verification of chemical storage and handling procedures, fume hood and ventilation performance, and the maintenance of machine guards and emergency shutoff systems. Documentation of all training, inspections, and corrective actions is maintained in accordance with regulatory requirements and institutional policy.

This proactive, structured approach reinforces a culture of safety and compliance across all College operations and supports the responsible stewardship of state resources by mitigating risk, extending equipment lifespan, and maintaining a safe learning and working environment.

d. Functionality of Existing Structures and Space Allocation

McDivitt Hall, named in honor of Jackson College alumnus and NASA Astronaut Brigadier General James A. McDivitt, stands as the College's principal academic facility and the heart of its instructional mission. Constructed in the mid-1960s, the building hosts most of the mathematics, science, and general education courses taken by nearly every student enrolled at Jackson College. Despite its central academic role, McDivitt Hall has received only limited renovation since its original construction. Minor updates in the early 2000s provided short-term improvements, but the building now exhibits critical deficiencies that directly affect accessibility, safety, health, and instructional effectiveness.

A Facility at the End of Its Life Cycle

The building's original mechanical systems, including its steam-based HVAC infrastructure—have long exceeded their expected service life. The system is oversized, inefficient, and unreliable, with frequent component failures that lead to escalating repair costs and energy waste. The College's facilities staff must perform ongoing brazing and repair work on individual HVAC units that now function at significantly reduced capacity, consuming excessive electricity to operate. The design also presents safety and compliance challenges, as aging steam boilers and control systems do not meet current mechanical and environmental standards.

Ventilation and air circulation were not extended into hallways or large common-use spaces, resulting in uneven temperatures, humidity buildup, and poor air quality. These conditions have contributed to recurring mildew and localized mold growth, which present legitimate health and indoor air concerns for students and employees. The extended building closure during the COVID-19 pandemic further accelerated deterioration, increasing system stagnation, corrosion, and moisture retention. While remediation has addressed immediate issues, the system is beyond repairable modernization.

Recognizing the critical instructional dependence on McDivitt Hall, Jackson College has allocated $4 million in institutional funds to replace the HVAC system during fiscal years 2025–2026. This investment, however, is a temporary measure intended only to keep the building

operational. It does not address fundamental deficiencies in accessibility, safety, or educational adequacy.

Accessibility and Modern Learning Needs

McDivitt Hall's instructional space, especially its four large lecture halls, reflect a mid-century design that no longer meets modern accessibility or instructional standards. Each lecture hall features fixed, tiered seating that cannot accommodate students or visitors with mobility limitations. Accessibility is restricted to the front of the room, preventing full participation and presenting significant barriers for individuals with disabilities.

In addition to physical access limitations, the fixed layouts prevent faculty from adapting classrooms for collaborative, interdisciplinary, or technology-enhanced instruction. In today's higher education environment—where active learning, teamwork, and digital integration are central to student success—McDivitt Hall's design restricts flexibility and limits the College's ability to deliver the kind of engaging, modern instruction that Michigan's students and employers expect.

Safety, Health, and Sustainability

Beyond instructional challenges, McDivitt Hall's aging infrastructure poses real health and safety concerns. The combination of outdated mechanical systems, inefficient single-pane windows, and inadequate ventilation leads to inconsistent air quality, condensation, and temperature extremes. These conditions not only affect occupant comfort but also contribute to premature equipment failure and unnecessary energy consumption.

Replacing the original single-pane windows with modern, energy-efficient glazing and fully modernizing the HVAC and building envelope systems will improve sustainability, enhance indoor air quality, and ensure that learning spaces remain safe, healthy, and comfortable. These improvements will also support Michigan's broader goals for energy efficiency, environmental stewardship, and long-term infrastructure resilience.

A Strategic and Essential Investment

As identified in Jackson College's Five-Year Facilities Master Plan, McDivitt Hall is the College's highest priority for capital renewal. The planned renovation will replace failing infrastructure, remove accessibility barriers, and transform this essential facility into a modern, flexible instructional environment that supports contemporary teaching, advanced technology integration, and safe access for all students and faculty.

This project is not cosmetic, it is essential to health, safety, accessibility, and academic quality. Nearly every Jackson College student learns in McDivitt Hall, meaning its deficiencies affect thousands of Michiganders each year. Without comprehensive renovation, the College faces escalating maintenance costs, increased energy waste, and growing risks to health and safety.

The proposed state capital outlay investment represents a responsible and forward-looking commitment to safeguard public assets, ensure compliance with accessibility and safety standards, and deliver the modern learning environment that Michigan students and educators deserve. This investment will sustain Jackson College's mission for the next generation—advancing educational opportunity, supporting community vitality, and honoring the legacy of

one of Michigan's distinguished alumni, Brigadier General James A. McDivitt.

e. Replacement Value of Existing Facilities

See attached Facilities Assessment spreadsheet

f. Utility System Condition

The condition and reliability of Jackson College's campus utilities vary considerably across facilities, reflecting more than six decades of phased construction, renovation, and modernization. While newer and recently renovated buildings such as Walker Hall, the Health Laboratory Center (HLC), the Atkinson Center, and the STEAM Factory are supported by modern, high-efficiency systems, several of the College's legacy buildings and campus-wide utility networks have reached or exceeded their expected service life. These aging systems represent growing operational and safety concerns and require significant investment to ensure continuity of service, environmental sustainability, and protection of state and institutional assets.

The College is connected to Summit Township's water system, which, while reliable in volume and pressure, presents challenges due to the poor water quality in the region. Elevated calcium and mineral content necessitate the use of water softeners in nearly all campus facilities. Many of the campus' primary water mains and service lines are original to the mid-1960s construction and now exceed fifty years of age. In 2024, two separate water main breaks occurred on campus, underscoring the vulnerability of the existing infrastructure.

The Township operates a chlorination station and a 1,000,000-gallon elevated water storage tower located on the College campus, both of which are monitored daily by certified technicians. While these assets provide redundancy, the College's internal distribution system remains a concern. Aging pipes, corrosion, and sediment accumulation—exacerbated by local water quality—have led to recurring maintenance needs and occasional service interruptions. Replacement of the aging waterlines is a high priority for the coming capital plan cycle, ensuring compliance with health and safety standards and providing a reliable foundation for future campus growth.

The sanitary sewer system was connected to Township lines in the mid-2010s, improving reliability and reducing on-site maintenance requirements. However, several primary service lines running from campus buildings to the Township connection remain original to the campus's initial construction and will require phased replacement to prevent future failures and infiltration issues.

The College undertook a major replacement of its campus gas distribution network during the 2010s, replacing most of the original gas lines with modern materials and safety-rated systems. The upgraded network has significantly improved reliability and operational safety, reducing the likelihood of leaks and pressure fluctuations. Ongoing inspection and maintenance ensure compliance with current safety codes and best practices.
The campus is served by an 8,320-volt three-phase electrical feed entering through the primary switchgear located in the Campus Services building. This configuration has historically

provided sufficient capacity for existing and near-term expansion needs. However, the age and condition of electrical equipment across several campus buildings present increasing risks of failure.

In 2021, a single-phase electrical event caused a significant failure in one of the campus's main electrical systems, resulting in a fire in the College's largest building. The resulting damage exposed vulnerabilities in the campus' aging electrical distribution infrastructure. The related insurance claim remains under review, and the College continues to work with its insurer and engineers to assess long-term corrective measures. In response, the College has implemented a recloser system designed to mitigate damage from single-phase faults and similar disruptions. In 2024, electrical panels across campus were inspected, cleaned, and serviced, with infrared testing conducted to identify potential hot spots or degraded components. All panels were re-certified, and ARC-flash rated to meet current safety standards. Despite these preventive measures, significant portions of the electrical distribution infrastructure—including underground conduits, switchgear, and feeders—are original to the campus and approaching obsolescence. Comprehensive modernization will be essential to sustain future loads, support new HVAC systems, and maintain uninterrupted power delivery to academic and laboratory facilities.

The College is implementing a multi-phase approach to roadway and parking lot replacement and repair. Many of these surfaces date back several decades and exhibit extensive cracking, subgrade deterioration, and drainage issues that impact both accessibility and aesthetics. The phased paving program prioritizes the most heavily trafficked areas first and aligns construction sequencing with underground utility replacement to minimize disruption and ensure cost efficiency.

Overall, while Jackson College has made substantial progress in addressing specific utility system upgrades, including gas line replacement, panel modernization, and targeted water heater replacements, many of the core campus utilities are original, inefficient, and increasingly prone to failure. The combination of aging infrastructure, poor regional water quality, and legacy electrical systems poses operational and safety challenges that require systematic investment. The College's long-range facilities plan identifies utility modernization as a foundational priority to ensure safe, reliable, and sustainable operations across all facilities.

g. Facility Infrastructure Condition

The overall condition of Jackson College's facilities reflects a mix of modern, well-maintained structures and aging legacy buildings and systems that have surpassed their intended service life. Newer and recently renovated facilities, including Walker Hall, the Health Laboratory Center (HLC), the Atkinson Center, and the STEAM Factory—are in excellent to very good condition, with up-to-date mechanical, electrical, and plumbing systems, energy-efficient building envelopes, and modern instructional layouts that support collaborative and technology-enhanced learning.

By contrast, several of the College's original core facilities (most notably McDivitt Hall), require significant attention. Constructed in the mid-1960s, McDivitt Hall remains the

College's primary instructional building for mathematics, the sciences, and general education. Despite minor renovations in the early 2000s, its infrastructure is now obsolete and increasingly unreliable. The original steam-based HVAC system is inefficient, costly to maintain, and carries inherent safety and operational risks. Air circulation and temperature control are inconsistent, contributing to humidity-related environmental concerns such as mildew and localized mold growth. Jackson College has committed $4 million in institutional funds in FY25–26 to replace the HVAC system simply to maintain building functionality; however, a full renovation supported through state capital outlay funding is necessary to bring the facility in line with current standards for safety, sustainability, and instructional design.

Other legacy systems across campus—including aging electrical infrastructure, dated underground utilities, and original water service lines—also present growing risks of disruption and inefficiency. The campus experienced two main water breaks in 2024, and much of the water distribution system remains original from the 1960s. The Township's water quality presents additional challenges, requiring softeners in most campus buildings and frequent maintenance due to high mineral content. Electrical systems, while regularly inspected and ARC flash–certified, were impacted by a single-phase event in 2021 that caused a fire in one of the College's largest buildings; the related insurance claim remains under review. These incidents underscore the need for comprehensive system renewal rather than piecemeal repair.

The College has implemented a phased, multi-year plan to address deferred infrastructure needs across the campus. In 2025, all campus roads and parking lots were seal coated to extend service life, following an earlier 2022 coating cycle that included the LeTarte Center. A full replacement and resurfacing program for the Jet's Beltway and remaining parking lots is under review, with construction expected to begin in 2026. While these short-term efforts maintain surface integrity, many lots—particularly those serving McDivitt Hall, the Fieldhouse, Whiting Hall, and Campus Services—are well beyond their useful life and will require complete reconstruction within the next five years.

Sidewalks across the Central Campus are generally in good condition due to targeted hydro-jacking projects completed in 2022 and 2024; however, the sidewalks surrounding McDivitt and Whiting Halls are in poor condition and will need full replacement concurrent with upcoming building and utility upgrades. The 1.25-mile Jet's Walking Trail remains in excellent condition, serving as both a recreational and wellness amenity for the campus and community. The Jet's Beltway, which provides primary vehicular circulation across the campus, is in mixed condition—with several segments, particularly in the northeast quadrant, identified for reconstruction within the next five years.

Jackson College continues to pursue a data-driven, stewardship-based approach to infrastructure renewal. The Facilities Condition Assessment completed by Parsons Environment & Infrastructure Group in 2023 has informed capital prioritization, identifying deficiencies across three major categories: Operations and Maintenance, Code Compliance, and Capital Renewal. These findings guide all short- and long-term investment decisions.

Collectively, the condition of the College's facilities and supporting infrastructure reflects

decades of responsible management but also the cumulative impact of aging systems nearing the end of their lifecycle. Strategic state investment is essential to modernize critical facilities like McDivitt Hall, replace obsolete utilities, and renew campus infrastructure—ensuring that Jackson College continues to provide safe, sustainable, and modern environments for teaching, learning, and community engagement.

h. Adequacy of Existing Utilities and Infrastructure Systems

Jackson College's existing utility and infrastructure systems are presently adequate to meet the institution's current operational and instructional demands. The College maintains sufficient capacity for both electrical service and water supply to support ongoing academic programs and moderate enrollment growth anticipated over the next five years. The primary campus power feed—a three-phase, 8,320-volt service—remains stable and sufficient for foreseeable expansion, and the Township's water distribution system, supplemented by on-campus storage and chlorination facilities, continues to provide reliable volume and pressure.

However, while system capacity remains adequate, system condition is an increasing concern. Much of the underground infrastructure—including electrical conduits, water mains, and distribution piping—dates to the original campus construction of the 1960s. Continued use, coupled with the Township's poor water quality and high mineral content, has accelerated corrosion and wear. In 2024, two unrelated water-main breaks underscored the vulnerability of these aging systems. Electrical equipment, though regularly inspected and ARC-flash certified, includes components well beyond their designed service life, and a 2021 single-phase event that resulted in a facility fire revealed inherent fragility within the legacy electrical network.

Natural gas infrastructure, largely replaced during the 2010s, remains in good condition and capable of meeting future needs. Sewer connections to Township lines, completed in the mid-2010s, have improved reliability, though several original lateral lines within campus boundaries will require phased replacement within the next planning cycle.

Surface infrastructure—including roads, parking lots, and sidewalks—has been maintained through a combination of seal-coating and targeted repair. All campus lots were resealed in 2025, and a phased replacement program for the Jet's Beltway and older parking areas is scheduled to begin in 2026. These efforts will extend the life of surface systems and align with the College's broader utility replacement sequence.

In summary, the College's utility systems currently provide sufficient capacity to support existing and near-term programming; however, the age and declining reliability of several critical infrastructure components pose growing operational risks. Proactive reinvestment will be required within the next five years to ensure sustained service continuity, safety, and energy efficiency as the College continues to modernize facilities such as McDivitt Hall and expand instructional programs.

i. Enterprise-wide Energy Plan and Goals

Jackson College maintains a comprehensive, enterprise-wide energy management plan that reflects its commitment to fiscal stewardship, sustainability, and environmental

responsibility. Efficient energy use and carbon reduction are key elements of the College's strategic agenda and are central to its long-term facilities and financial planning.

At the core of this strategy is a campus-wide Building Automation System (BAS) that provides real-time monitoring and control of mechanical, electrical, and lighting systems across more than 20 buildings and 400 residence-hall rooms. The BAS enables the Facilities Department to optimize energy use by adjusting HVAC performance and lighting levels based on occupancy, time of day, and environmental conditions. System-wide set-point limits are enforced on thermostats to prevent runaway heating or cooling, ensuring consistent comfort while reducing waste. This automation improves efficiency, extends equipment life through predictive maintenance, and allows for proactive adjustments based on live performance data.

Jackson College routinely audits and analyzes all utility and operating costs, including electricity, natural gas, water/sewer, telecommunications, and solid-waste services. These data inform the annual budget process and guide targeted investments in conservation and system optimization. The College is exploring expanded partnerships and alternative-energy options—such as renewable generation and power-purchase agreements—to further reduce reliance on non-renewable energy sources and stabilize long-term costs.

The College also participates in Consumers Energy's Demand Response Program, under which it has committed to reduce its overall energy load by up to 70 percent during peak-demand or grid-stress events. This participation not only supports regional grid stability but also reinforces Jackson College's leadership as an environmentally responsible community partner.

Best Practices and Next Steps

As Jackson College continues to strengthen its enterprise energy strategy, the next phase will emphasize advanced analytics, preventive maintenance, and stakeholder engagement to deepen efficiency gains and reduce the institution's carbon footprint. Planned best practices for 2025–2026 include:

- Comprehensive Energy Audit: Partner with Consumers Energy or a qualified energy-service company (ESCO) to complete a campus-wide audit establishing updated energy-use baselines, carbon metrics, and performance benchmarks.

- Enhanced BAS Analytics: Expand the Building Automation System to include advanced monitoring dashboards, trend analysis, and automated alerts for set-point deviations or equipment inefficiencies.

- Integrated Preventive Maintenance: Link BAS data to the College's asset-management platform to trigger maintenance scheduling based on run hours and energy-use anomalies.

- Smart Metering and Sub-Metering: Install smart meters in major buildings to measure energy use by zone or function, allowing more precise benchmarking and accountability.

- Continuous Commissioning: Implement periodic HVAC recommissioning to sustain optimal efficiency as building usage and occupancy patterns evolve.

- Employee and Student Engagement: Launch an internal "Energy Awareness" campaign to promote conservation behaviors, sustainability literacy, and recognition of departmental savings achievements.

- Green Procurement and Lifecycle Planning: Adopt purchasing guidelines favoring Energy Star–rated equipment, LED lighting, and low-impact materials in all renovation and replacement projects.

- Renewable Energy Evaluation: Conduct a feasibility study for on-site renewable generation (solar PV or geothermal) and/or participation in renewable-energy credit or green-power programs.

- Annual Energy and Sustainability Reporting: Develop an annual report summarizing consumption trends, emission reductions, and cost savings for Board and State review.

Through these initiatives, Jackson College is building a resilient, efficient, and environmentally responsible campus infrastructure that supports academic excellence, reduces operational costs, and demonstrates responsible stewardship of public resources.

j. Evaluation of Campus Land for Future Use and Development

Jackson College currently owns thirty-six parcels of land totaling more than 300 acres. Most of these holdings—twenty-four parcels—are encompassed within a long-term, 25-year land lease with the Dahlem Environmental Education Center, a nonprofit partner dedicated to environmental education and conservation. These properties are reserved for educational and environmental purposes and, under the terms of the lease, are not available for traditional institutional expansion. While this partnership provides significant academic and community value, it limits the College's capacity for future physical development on those parcels.

The College's Central Campus, situated on approximately 150 acres, remains the institutional and instructional core of Jackson College. This site offers sufficient acreage and utility infrastructure to accommodate moderate future growth, consistent with the College's long-range master plan. However, the amount of buildable space on Central Campus is becoming increasingly limited due to the presence of 24-inch natural gas and petroleum pipeline easements that bisect the southern portion of the property. These easements restrict new construction and significantly constrain options for future large-scale building placement or expansion south of the main academic core. Consequently, the College's long-term planning efforts emphasize the strategic redevelopment and modernization of existing facilities—such as McDivitt Hall—rather than extensive new construction.

In addition to Central Campus, the College and the Jackson College Foundation own several smaller parcels throughout the region. Many of these properties were donated by friends of

the College and are subject to deed restrictions or use limitations that prevent major development. These holdings are maintained for mission-support purposes or long-term investment value but are not practical for expansion of academic operations.

Over the past several years, Jackson College has implemented a strategic campus consolidation plan to focus resources, improve efficiency, and reduce ongoing operational expenses. The sale of the North Campus (formerly owned by the Jackson College Foundation) was completed in June 2023, and the sale of the Adrian Campus was finalized in July 2024. The College is also exploring the potential sale or lease-back of the Hillsdale Campus to further concentrate academic and administrative functions on Central Campus. While this consolidation has streamlined operations and reduced maintenance costs, it has also increased the instructional load on Central Campus classrooms and laboratories. As a result, the renovation and modernization of James McDivitt Hall and Justin Whiting Hall have become high priorities to ensure that core teaching facilities can support both current and projected instructional demands.

In summary, Jackson College possesses adequate land to meet foreseeable needs through the next decade; however, pipeline easements and conservation leases limit new construction options and reinforce the necessity of reinvesting in and modernizing existing facilities. The College's approach prioritizes sustainability, efficiency, and academic alignment—ensuring that available land and infrastructure are utilized responsibly to meet the evolving educational and community needs of the region.

k. Buildings Bonded and Timelines for Expiration.

Jackson College has four existing State Building Authority (SBA) leases. The most recent was Bert Walker Hall renovation, the SBA cost was $7,599,800 and the lease is set to expire on 8/31/2052. The College also completed HLC/Whiting Hall Renovations in 2011, the SBA cost was $10,949,800 and is set to expire in 2046. The College completed William Atkinson Hall/Information Commons in 2008 and had an SBA cost of $7,499,800 and is set to expire in 2043. The remaining project was the Health Program Expansion in 2005, with an SBA cost of $1,499,900 and an expiration date of 2039.

Ad Astra

Central Campus CLASSROOM: Percent of Rooms in Use

10/20/2025

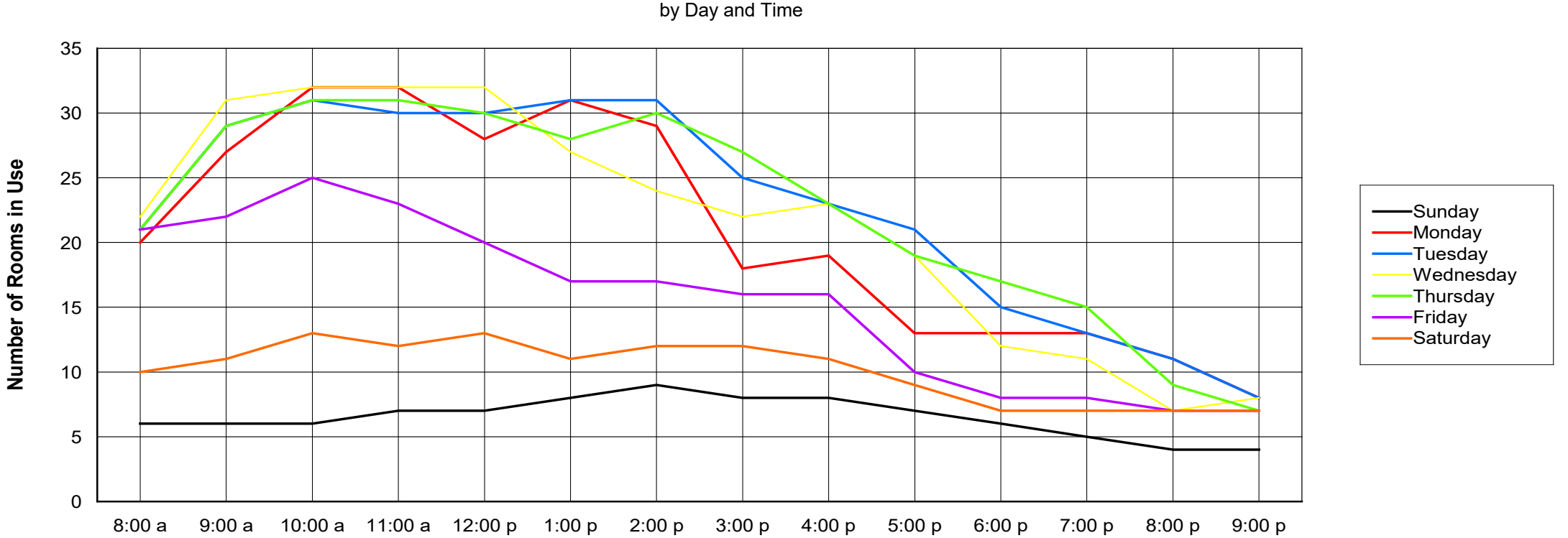
by Day and Time

2:45: PM

Number of Rooms: 40

For all sections and events occurring 8/19/2024 - 8/18/2025

	8:00 AM	9:00 AM	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	6:00 PM	7:00 PM	8:00 PM	9:00 PM
Sunday	15%	15%	15%	18%	18%	20%	23%	20%	20%	18%	15%	13%	10%	10%
Monday	50%	68%	80%	80%	70%	78%	73%	45%	48%	33%	33%	33%	28%	20%
Tuesday	53%	73%	78%	75%	75%	78%	78%	63%	58%	53%	38%	33%	28%	20%
Wednesday	55%	78%	80%	80%	80%	68%	60%	55%	58%	48%	30%	28%	18%	20%
Thursday	53%	73%	78%	78%	75%	70%	75%	68%	58%	48%	43%	38%	23%	18%
Friday	53%	55%	63%	58%	50%	43%	43%	40%	40%	25%	20%	20%	18%	18%
Saturday	25%	28%	33%	30%	33%	28%	30%	30%	28%	23%	18%	18%	18%	18%



Jackson College
Facilities Assessment
October 2025

Building	Abbreviation	Site	Type	Location	Constructed	Capital Outlay	Gross Sq. Ft	Net Assign	Ratio	Utilization	Condition	Demo and replace per square foot (excluding furnishings and equipment)	100% demo and replacement value	Pricing Notes	Value	Projects
Bert H Walker Hall SBA Building (Loc 1-5)	BW	**A**	Classroom 10% Office 80% Administration 10%	Central Campus	1972	Yes	73,954	47,946	64.8%	51.0%	Excellent	$690	$51,028,260		$20,500,000	Maintenance only
Campus Service Building (Loc 1-6)	CS	**B**	Warehouse 40% Engineering 10% Office 10% Garage 40%	Central Campus	1969	No	17,135	10,236	59.7%	90.0%	Fair	$450	$7,710,750	electrical switchgear is shown in Central Campus Electric Distribution below	$2,000,000	Maintenance only
George Potter Center (Loc 1-14)	GP	**C**	Auditorium 60% Dining 10% Classroom 10% Administration 5% Offices 15%	Central Campus	1976	No	147,372	141,929	96.3%	70.0%	Good/Very Good	$700	$103,160,400		$25,000,000	Maintenance only
James A McDivitt Hall (Loc 1-4)	JM	**D**	Classrooms 40% Laboratory 40% Offices 20%	Central Campus	1969		76,973	62,825	81.6%	48.0%	Poor/Fair	$750	$57,729,750	science utilities drive up cost	$19,000,000	One of the last instructional facilities on campus in need of a comprehensive renovation. HVAC obsolete
Justin R Whiting Hall (Loc 1-2)	JW	**E**	Classrooms 40% Laboratory 40% Offices 20%	Central Campus	1967	No	81,266	78,418	96.5%	44.0%	Fair / Good	$700	$56,886,200	patient simulators and dental equipment are not included	$18,000,000	Renovation Needed
Justin R Whiting Hall Annex (Loc 1-2)		**F**	Service 100%	Central Campus	1975	No	2,155	12,853	596.4%	53.0%	Poor	$325	$700,375		$3,000,000	Maintenance only
Victor Cuiss Fieldhouse (Loc 1-11)	FH	**H**	80% Gymnasium 10% Engineering 7% Offices 3% Classroom	Central Campus	1971	No	55,952	49,576	88.6%	20.0%	Fair	$550	$30,773,600		$6,000,000	Maintenance only/ NO AC, Aging Boiler
Jets Hangar (Loc 1-13)	JETS	**I**	80% Auditorium 10% Offices 5% Classroom 5% Dining Hall	Central Campus	1977	No	14,300	13,500	94.4%	90.0%	Good	$700	$10,010,000	specialty construction	$2,000,000	Maintenance & Roof Issues
Dahlem Environmental Education Center (Loc 3-4)		**J**	50% Classroom 50% Office	Central Campus	1975	No	3,005	2,850	94.8%	90.0%	Fair	$380	$1,141,900		$350,000	Maintenance only- Space leased
William Atkinson Hall SBA Building (Loc 1-20)	WA	**K**	50% Library 20% Offices 30% Classrooms	Central Campus	2007	Yes	56,950	37,120	65.0%	61.0%	Very Good	$710	$40,434,500		$16,000,000	Maintenance only
Campus View Apartments (Loc 10-1)	GH	**L**	100% Dormitory	Central Campus	2008	No	42,500	38,000	89.4%	95.0%	Very Good	$360	$15,300,000		$7,800,000	Maintenance only
Campus View Apart. II (Loc 12-1)	MH	**M**	90% Dormitory 10% Classroom	Central Campus	2010	No	44,000	39,000	88.6%	95.0%	Very Good	$360	$15,840,000		$8,200,000	Maintenance only
Health Laboratory Center (Loc 1-16)	HLC	**N**	60% Classroom 40% Laboratory	Central Campus	2011	Yes	42,390	25,060	59.1%	Fall 2011	Excellent	$700	$29,673,000		$13,000,000	Maintenance only
The STEAM Factory	TSF		90% Classroom 10% Services	Central Campus	Renovation 2022	No	13,401			TBD under Construction	Excellent	$550	$7,370,550			Maintenance only
Field Support Building			25% Warehouse 60% Service 15% Engineering	Central Campus	2022	No	1,690	1,690		TBD under Construction	Excellent	$500	$845,000		$1,880,000	Maintenance Only
Educational Innovation Center	EIC		80% Classroom 15% Office 5% Dining	Central Campus	2000/2010	No	8,954				Good	$550	$4,924,700		$900,000	Maintenance Only
Baseball and Softball Buildings			100% Gymnasium	Central Campus	2022		4,692				Excellent	$325	$1,524,900	backstops and field lighting are not included		
Outback 1	OB1		100% Service	Central Campus			4,000				Good	$325	$1,300,000			

Jackson College
Facilities Assessment
October 2025

Building	Abbreviation	Site	Type	Location	Constructed	Capital Outlay	Gross Sq. Ft	Net Assign	Ratio	Utilization	Condition	Demo and replace per square foot (excluding furnishings and equipment)	100% demo and replacement value	Pricing Notes	Value	Projects
Outback 2	OB2		100% Service	Central Campus	2008		4,000				Good	$325	$1,300,000			
Howser Child Development Center	HCDC		100% Service	Central Campus	unknown		5,500				Fair	$475	$2,612,500			
Campus View Apart III (Loc 16-1)	CV	**V**	95% Dormitory 5% Office	Central Campus	2015	No	69,500	50,600	72.8%	95.0%	Excellent	$300	$20,850,000		$10,000,000	Maintenance Only
Tiny Home A	JVA	**W**	100% Dormitory	Central Campus	2020		577	477	82.7%	100.0%	Excellent	$390	$225,030		$80,000	Maintenance Only
Tiny Home B	JVB	**W**	100% Dormitory	Central Campus	2020		577	477	82.7%	100.0%	Excellent	$390	$225,030		$80,000	Maintenance Only
Tiny Home C	JVC	**X**	100% Dormitory	Central Campus	2020		650	550	84.6%	100.0%	Excellent	$390	$253,500		$95,000	Maintenance Only
Tiny Home D	JVD	**X**	100% Dormitory	Central Campus	2020		650	550	84.6%	100.0%	Excellent	$390	$253,500		$95,000	Maintenance Only
Tiny Home E	JVE	**X**	100% Dormitory	Central Campus	2020		650	550	84.6%	100.0%	Excellent	$390	$253,500		$95,000	Maintenance Only
Tiny Home F	JVF	**X**	100% Dormitory	Central Campus	2020		650	550	84.6%	100.0%	Excellent	$390	$253,500		$95,000	Maintenance Only
Jets Air Station	JAS		92% Gymnasium 5% Engineering 3% Storage	Central Campus	2023		38,930	36,000	92.5%		Excellent	$80	$4,100,000			Maintenance Only
Applied Technology Center				Central Campus	2026											UNDER CONSTRUCTION
Parking Lots				Central Campus	Various	No	625,521	1,841 spaces			Fair/Good		$70,000,000			Maintenance only, many of the lots are in poor condition
Site Development				Central Campus							Fair		$85,000,000	sidewalks, pedestrian / street lighting and signage		
Jet's Beltway				Central Campus	Various	No	1.25 Miles				Poor/ Excellent		$30,000,000			Portions of the roadway are poor, others are very good
Central Electric Distribution				Central Campus	Various						Fair/Good		$100,000,000	site only / not in buildings		Maintenance only
Central Gas Distribution				Central Campus	Various						Fair/Good		Consumers			Maintenance only
Water/Sewer				Central Campus	Various						Fair/Good		$55,000,000	site only / not in buildings		Maintenance only
HVAC				Central Campus	Various						Poor/ Excellent		n/a	included in each buildings replacement calc		Generally maintenance only, new systems needed in Gym, McDevitt, Whiting, WA
JCC at Lenawee VoTech SBA Building	LEN	**O**	80% Classroom 20% Office	Adrian	2003	Yes	26,000	24,000	92.3%	70.0%	Very Good	$575	$14,950,000		$3,500,000	Maintenance only
Parking Lots				Adrian	2003						Fair		$1,500,000			Maintenance only
Central Electric Distribution				Adrian	2003						Good		n/a			Maintenance only
Clyde LeTarte Center	HIL	**R**	80% Classroom 20% Office	Hillsdale	Unknown	No	10,640	9,600	90.2%	80.0%	Very Good	$550	$5,852,000		$2,000,000	Maintenance only
Parking Lots				Hillsdale	Unknown						Good		$750,000			Maintenance only
Central Electric Distribution				Hillsdale	Unknown						Good		n/a			Maintenance only
North Campus	JNC	**U**	80% Classroom 10% Auditorium 10% Offices	Jackson North	1980/1997/2012	No	42,335	40,000	94.5%	75.0%	Very Good	$575	$24,342,625		$5,000,000	2/3 currently used 1/3 unoccupied Maintenance only

V. Implementation Plan

V. Implementation Plan

The Five-Year Capital Outlay Plan should identify the schedule by which the institution proposes to address major capital deficiencies, and:

a. Prioritize major capital projects requested from the State, including a brief project description and estimated cost, in the format provided. (Adjust previously developed or prior years' figures utilizing industry standard CPI indexes where appropriate).

Please see attached Fiscal Year 2026-2031 Facilities Plan spreadsheet.

b. If applicable, provide an estimate relative to the institution's current deferred maintenance backlog. Define the impact of addressing deferred maintenance and structural repairs, including programmatic impact, immediately versus over the next five years.

In August 2023, Jackson College engaged Parsons Environment & Infrastructure Group Inc. of Grand Rapids to complete a comprehensive, campus-wide Facilities Condition Assessment. The final report, delivered in January 2024, evaluated all College facilities—including academic and administrative buildings as well as site infrastructure such as parking areas, sidewalks, and related systems. The assessment identified facility deficiencies within three primary categories: Operations and Maintenance, Code Compliance, and Capital Renewal. The resulting data have been instrumental in quantifying the College's deferred maintenance liabilities and informing both short- and long-term capital planning, budgeting, and investment prioritization efforts.

The College strategically restructured an existing staff position to establish a dedicated Coordinator for Deferred, Preventative, and Corrective Maintenance. Under this initiative, all institutional equipment—including HVAC systems, mechanical assets, and related infrastructure—has been comprehensively inventoried and cataloged. Each asset has been assigned a unique QR code linked to the College's Building Management System, providing detailed specifications, maintenance histories, and schedules for both preventative and corrective services. This integrated approach ensures accurate tracking, timely service, and data-informed planning for long-term facility stewardship.

c. Include the status of on-going projects financed with State Building Authority resources and explain how completion coincides with the overall Five-Year Capital Outlay Plan.

Not Applicable.

d. Identify, to the extent possible, a rate of return on planned expenditures. This could be expressed as operational "savings" that a planned capital expenditure would yield in

future years.

The potential savings which would be captured by renovating McDivitt Hall is and Whiting Hall are significant. McDivitt Hall uses outdated and, in some cases, obsolete HVAC systems. Coils on multiple air handlers have been brazed due to failure and are operating at 40% efficiency. The lighting and energy systems in the building are not completely converted to LED.

The windows and ingress and egress systems are single pane and not energy efficient. The College is looking to improve the utilization and efficacies of its Building Automation Systems to generate additional cost-saving measures.

e. Where applicable, consider alternatives to new infrastructure, such as distance learning.

The College discontinued operations at its North Campus. The campus was sold in 2023, which provides annual cost savings of over $400,000. Additionally, the College sold its Lenawee County campus and is leasing back space from its new owners, the Lenawee Intermediate School District. Finally, the College is looking into the feasibility of selling and leasing back space at its other satellite campus in Hillsdale. These changes will relieve the institution of long-term deferred maintenance costs, as well as facilities upgrades and maintenance staffing.

Additionally, Jackson College has created Jackson College Global which is a significant investment in resources, capital, people, and infrastructure to upscale our online and distance learning operations.

f. Identify a maintenance schedule for major maintenance items more than $1,000,000 for fiscal year 2027 through fiscal year 2031.

Please see attached spreadsheet.

g. Identify the amount of non-routine maintenance the institution has budgeted for in its current fiscal year and relevant sources of financing.

The College has several funding sources for non-routine maintenance. This number is demonstrated on the five-year master plan from major maintenance plant funds we hold in fund balance. Additionally, the College holds funds for life safety and emergency repairs, as well as general operating budget support for most day-to- day expenditures for operating facilities. The plant fund consists of fund transfers annually from the general fund of 4.5% per board policy to be used for deferred and capital renovation and construction. Additionally, private donations and grants are also usually received for specific building projects and initiatives.

Jackson College

Fiscal Year 2027 - 2031

Facilities Master Plan

Building	Projects		Estimated Cost
	Fiscal Year 2026-27 New Projects		
Central Campus	Soccer Field Phase 2 completion		(3,300,000)
Central Campus	Phase 1 Valve/Pump Replacements- JM, JW, FH		(100,000)
Central Campus	DM Locking System/ Access Control Unification Phase 1		(800,000)
Various	Misc. Building and Site Repairs		(125,000)
	06.30.27 Year-End Transfer		**4,610,160**
	Projected Balance 06.30.27	**$**	**285,160**
	Fiscal Year 2027-28 New Projects		
Various	Misc. Building and Site Repairs		(100,000)
Central Campus	DM Beltway Replacement Phase 1		(1,800,000)
Central Campus	Phase 2 Valve/Pump Replacements- JM, JW, FH		(200,000)
Central Campus	DM Parking Lot Replacements Phase 2 (HLC/JW/BW)		(700,000)
Central Campus	DM Locking System/ Access Control Unification Phase 2		(1,000,000)
Central Campus	DM Roof Repairs		(300,000)
	06.30.28 Year-End Transfer		**4,963,655**
	Projected Balance 06.30.28	**$**	**1,148,815**
	Fiscal Year 2028-29 New Projects		
Central Campus	McDivitt Hall Capital Outlay Project		(45,000,000)
Central Campus	Misc. Building and Site Repairs		(150,000)
Central Campus	Beltway Phase 2		(1,800,000)
Central Campus	DM Locking System/ Access Control Unification Phase 3		(1,000,000)
Central Campus	Phase 3 Valve/Pump Replacements- JM, JW, FH		(135,000)
	Debt Service Capital Outlay		**22,500,000**
	Capital Outlay Funding		**22,500,000**
	06.30.29 Year-End Transfer		**5,261,161**
	Projected Balance 06.30.29	**$**	**3,324,976**
	Fiscal Year 2029-2030 New Projects		
Central Campus	Campus Mall Phase 1		(6,000,000)
Central Campus	DM Locking System/ Access Control Unification Phase 4		(1,000,000)
Central Campus	Misc. Building and Site Repairs		(100,000)
Central Campus	DM Roof Repairs		(150,000)
	06.30.30 Year-End Transfer		**5,261,161**
	Projected Balance 06.30.30	**$**	**1,336,137**
	Fiscal Year 2030-2031 New Projects		
Central Campus	Campus Mall Phase 2		(3,000,000)
Central Campus	Tiny Homes Phase 2		(3,000,000)
Central Campus	Misc. Building and Site Repairs		(100,000)
Central Campus	DM Roof Repairs		(150,000)
	06.30.30 Year-End Transfer		**5,261,161**
	Projected Balance 06.30.31	**$**	**347,297**