JACKSON COLLEGE

Five-Year Capital Outlay Plan

October 2026

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Five-Year Capital Outlay Plan

Fiscal Year 2028 Capital Project Request

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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

At Jackson College, our mission is more than a statement…it is a commitment lived out daily through the work of every one of us. In a time of complexity, rapid change, and increasing fragmentation across society, we are choosing to be a community grounded in shared purpose, high standards, and mutual respect.

This Statement of Beliefs reflects who we are and how we serve. It connects our individual roles to the College's larger mission and provides a common foundation for our decisions, actions, and relationships.

These beliefs affirm our dedication to student success, professional integrity, innovation, and the public trust. They are not abstract ideals. They are commitments we live by, each of us, every day, and hold ourselves in account to, because our work is important, our service to students is essential, and the College we build together must be impactful.

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

At Jackson College, our values are more than ideals, indeed they are lived commitments. They shape how we teach, lead, serve, and grow together. In a time of complexity and change, these values offer clarity and direction. They remind us of who we are, what we stand for, and how we carry our mission into every classroom, office, and conversation.

These values are aspirational by design and are intended to guide our daily work and elevate our collective purpose. They reflect our belief in the power of education, the importance of human connection, and the responsibility we hold to the public and one another.

Jackson College 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

II. Instructional Programming

a. Existing Academic Programs and Projected Programming Changes

Current Academic Programming

Jackson College offers 60 degree and certificate programs organized within six academic pathways: Business, Accounting & Digital Transformation; Health Sciences; Liberal Arts; Science, Engineering & Mathematics; Professional Trades/Industry 4.0 & Agriculture; and Social Sciences. The College also provides workforce training, community and personal learning, middle and high school programs, online learning, and other specialized educational opportunities.

Academic Programming and Institutional Priorities

Jackson College continues to expand and strengthen its academic programs, workforce training opportunities, and community partnerships to meet the evolving educational and economic needs of Jackson, Lenawee, and Hillsdale counties. Guided by the College's Total Commitment to Student Success (TCSS), Student Achievement Imperative, and Master Academic Plan, the College remains focused on increasing student access, persistence, credential attainment, transfer opportunities, and career readiness.

Academic planning emphasizes alignment with regional workforce demands, employer expectations, emerging technologies, and Michigan's Sixty by 30 educational attainment goal. Over the next five years, the College anticipates continued development of new academic pathways, expansion of selected existing programs, increased use of flexible instructional models, and stronger collaboration with employers and educational partners.

Technology and instructional innovation are also influencing academic delivery. The College continues to develop its JetFlex competency-based instructional model and is reviewing opportunities to integrate artificial intelligence, business analytics, automation, digital applications, prior learning assessment, and other flexible learning approaches into academic programs. These initiatives are intended to maintain academic quality while providing greater flexibility for working adults, returning students, and other learners.

Health Sciences and Simulation-Based Education

Jackson College maintains a comprehensive portfolio of Health Sciences programs supporting the healthcare workforce throughout south-central Michigan. Current offerings include Nursing, Dental Hygiene, Emergency Medical Services, Medical Assistant, Medical Assistant Apprenticeship, Medical Insurance Coding and Billing, Medical Office Support, Respiratory Care, Radiography, Diagnostic Medical Sonography, Cardiac Sonography, Vascular Sonography, Surgical Technology, Pre-Physician Assistant, and Patient Care Technician, including EKG and Phlebotomy.

The College continues to evaluate opportunities to expand healthcare education through

additional programs, employer partnerships, and innovative instructional practices. Areas under consideration include Physical Therapy Technician, Pharmacy Technician, and other short-term healthcare credentials responsive to regional workforce needs.

A major institutional priority is the continued expansion of simulation-based healthcare education. The College is enhancing its Medical Simulation Center to provide realistic clinical learning environments that integrate high-fidelity simulation, virtual and augmented reality, and interdisciplinary learning. These investments are intended to strengthen clinical decision-making, patient safety, teamwork, and workforce preparedness while expanding opportunities for collaboration with regional healthcare employers.

The College is also evaluating opportunities to expand Nursing and allied health capacity to increase student access while maintaining instructional quality, student support, clinical placement capacity, and licensure preparation. Jackson College continues to collaborate with Henry Ford Jackson and other regional healthcare providers to identify workforce needs and develop educational pathways that support healthcare employment and career advancement.

These programming priorities will increase demand for specialized instructional space, including skills laboratories, simulation environments, clinical teaching areas, technology-enabled classrooms, and student and faculty support space. The proposed Justin Whiting Hall Health Sciences Expansion is intended to support this growth by modernizing existing space, expanding specialized instructional capacity, and improving the coordination and utilization of Health Sciences facilities.

Skilled Trades, Applied Technology, and Emerging Workforce Programs

Jackson College continues to expand skilled trades and applied technology programming in response to employer demand in manufacturing, construction, energy, infrastructure, and related technical fields. The Applied Technology Center is central to the College's long-term strategy and supports industry-aligned education in electrical technologies, utility linework, HVAC-R, manufacturing, welding, broadband infrastructure, and related technical disciplines.

Priority initiatives include expanding Welding and Electrical training capacity; developing additional HVAC-R opportunities; advancing Utility Lineworker programming; developing Construction Management programming; and expanding apprenticeships, work-based learning, and customized workforce training. The College continues to collaborate with employers, industry associations, workforce development organizations, and educational partners to align curriculum, equipment, credentials, and instructional capacity with regional needs.

The College is also working with Jackson County Airport leadership to develop an Aviation Maintenance academic pathway. Planning includes curriculum development, facility and equipment evaluation, industry engagement, regulatory requirements, and institutional

accreditation considerations. The proposed model is expected to use facilities and resources at Jackson County Airport to provide a specialized training environment connected directly to aviation industry requirements.

Jackson College is also developing a proposed Law Enforcement Academy aligned with Michigan Commission on Law Enforcement Standards requirements. The initiative is intended to combine academic coursework leading toward an associate degree with professional preparation for law enforcement careers. Planning includes collaboration with regional law enforcement agencies and evaluation of instructional facilities, technology, and specialized training equipment.

Growth in skilled trades and other specialized workforce programs will require continued evaluation of laboratory, shop, equipment, instructional, safety, and technology requirements within the Applied Technology Center and other instructional locations. Use of partner facilities, including Jackson County Airport and employer locations, will also be considered where such partnerships can expand capacity efficiently without unnecessary duplication of College facilities.

b. Unique Characteristics of the College's Academic Mission

Flexible Learning, Educational Access, and Partnerships

Jackson College maintains strong relationships with intermediate school districts, public school districts, secondary education partners, correctional institutions, and four-year colleges and universities. These partnerships extend the College's educational reach while influencing when, where, and how instruction is delivered.

Through dual enrollment, early college, middle college, and career and technical education partnerships, high school students can earn college credit, explore career pathways, and progress toward postsecondary credentials. Programs include Jackson County Early College, Jackson Preparatory and Early College, Hillsdale County Early Middle College, and the Jackson College/Lenawee Intermediate School District Academy. A growing priority is improving the transition of participating students into Jackson College degree and certificate programs following high school.

The College also provides postsecondary education to incarcerated students through its Corrections Education Program. The program provides pathways to degrees and certificates and supports educational opportunities for students in correctional facilities.

Transfer and articulation partnerships provide additional pathways to bachelor's degree completion. Jackson College maintains articulation agreements with four-year institutions that provide defined pathways from College programs into bachelor's degree programs and also participates in broader transfer initiatives that support students continuing their education. Recent agreements include a 2+2 Elementary Education pathway with the University of Michigan-Dearborn and an articulation agreement with Grand Valley State

University providing a pathway from Jackson College's Medical Assistant Certificate into Grand Valley's Allied Health Sciences program. These and other transfer partnerships expand educational opportunities for Jackson College students while supporting efficient transfer and reducing duplication of coursework.

Together with JetFlex and other flexible delivery approaches, these partnerships support enrollment and educational access while allowing the College to use campus, partner, online, and other instructional environments strategically. Facility planning will continue to consider how changes in instructional delivery affect classroom scheduling, technology requirements, specialized instructional space, and overall facility utilization.

Workforce and Community Education

Jackson College's Corporate and Community Education (CCE) department provides workforce training, professional development, customized employer training, and community enrichment throughout the tri-county region. Programming includes short-term workforce training, occupational skills development, employer-specific instruction, online and in-person education, and community learning opportunities.

During the 2024-25 academic year, CCE recorded 1,099 enrollments across workforce training, professional development, online and in-person instruction, and community enrichment offerings. Programming included manufacturing and technical training, leadership and professional development, health-related instruction, technology training, career development, and community education.

The College also administers the Michigan New Jobs Training Program (MNJTP) in partnership with regional employers. Jackson College currently manages 11 active agreements with a combined agreement value of approximately $4.4 million and approximately $1.7 million in available training resources.

Michigan New Jobs Training Program Partners

Ann Arbor Electrical JATC	Align Center
Henry Ford Jackson	Lomar Machine and Tool
Production Saw and Machine	True Community Union
Ultimate Auto	LifeWays
Technique	3D Physical Therapy
Orbitform	

These partnerships demonstrate the College's direct connection with regional employers and its role in supporting workforce growth through customized training and employer-responsive educational programming.

Employer engagement extends beyond formal training agreements. The College works with workforce development organizations, chambers of commerce, industry associations,

healthcare providers, manufacturers, and other employers to identify emerging skill requirements and develop appropriate educational responses. The College is also strengthening career services and work-based learning to connect students more directly with internships, apprenticeships, employment opportunities, and employer engagement.

Community education remains an important component of the College's mission. In summer 2026, Jackson College partnered with the Jackson YMCA to host approximately 300 campers ages 8 to 11 for educational and recreational programming on campus. Activities used facilities including the Victor Cuiss Fieldhouse, Theater, Health Clinics, and Observatory, providing participants with early exposure to College programs and career pathways.

c. Other Initiatives Affecting Facility Usage

Flexible instructional delivery, dual enrollment, correctional education, external partnerships, and planned growth in specialized academic and workforce programs affect how College and partner facilities are used. JetFlex, online, and hybrid instruction influence the scheduling and use of general-purpose classrooms, while Health Sciences and skilled trades require specialized instructional environments, equipment, and technology.

The College is also working to increase opportunities for in-person instruction, including evening and weekend offerings, where supported by student needs, program requirements, and enrollment demand. Expanded scheduling during these periods may support enrollment and program growth while making more effective use of existing classroom capacity outside the principal weekday instructional periods.

The College is also evaluating facility needs and potential use of partner facilities in connection with developing programs and pathways, including the proposed Aviation Maintenance academic pathway. These facility considerations are described in the related program and partnership discussions above.

d. Economic Development Impact of Current and Future Programs

<u>Facilities and Economic Development Implications</u>
Jackson College's academic and workforce initiatives are designed to strengthen educational access, credential attainment, employment opportunities, and economic vitality throughout south-central Michigan. Over the FY 2028 – FY 2032 planning period, program expansion and changes in instructional delivery will continue to influence the type, capacity, technology, scheduling, and utilization of College facilities.

The most significant specialized facility demand is associated with programs that require laboratories, simulation, clinical instruction, shops, specialized technology, or regulated instructional environments. Health Sciences expansion will affect the need for simulation, skills laboratories, clinical teaching, student support, and related infrastructure within Justin

Whiting Hall. Skilled trades and emerging technical programs will similarly require continued evaluation of laboratories, shops, equipment, instructional technology, and safety infrastructure. Aviation Maintenance and other partnership-based programs provide opportunities to use specialized external facilities where appropriate rather than duplicating infrastructure on the Central Campus.

The College will continue to evaluate existing space, scheduling, flexible instructional delivery, adaptive reuse, and external partnerships before adding new space. Capital investments will be prioritized where existing facilities cannot adequately support instructional requirements, enrollment capacity, workforce needs, accessibility, safety, or specialized program delivery.

Collectively, these academic, workforce, and community initiatives support Michigan's Sixty by 30 goal by expanding opportunities for residents to earn postsecondary degrees, certificates, and industry-recognized credentials. Jackson College will continue working with employers, healthcare providers, workforce development organizations, intermediate school districts, universities, State agencies, and community partners to align academic programming and facility investments with changing student, workforce, and regional economic needs.

III. Staffing and Enrollment

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a. Enrollment by Academic Program and Student Status

Jackson College provides students with multiple pathways to access academic programs. In-person instruction is offered through Central Campus in Jackson, Jackson College Hillsdale, and Jackson College Lenawee. Online programs and courses are offered through Jackson College Global, providing flexible access to instruction regardless of location. Flexible delivery models, including JetFlex competency-based education, provide additional alternatives to traditional classroom schedules.

The College also expands access through dual enrollment and early/middle college programs, including Jackson County Early College, Jackson Preparatory and Early College, JC/LISD Academy, and Hillsdale County Early Middle College. Additional educational access is provided through correctional education and partnerships with school districts, intermediate school districts, and other educational institutions.

Fall 2026 enrollment by primary program is presented below by full-time and part-time status. Full-time status is defined as enrollment in 12 or more credit hours. The schedule includes all primary programs and reports 5,875 students: 1,750 full-time and 4,125 part-time.

Primary Program	Program Description	Full-time	Part-time	Total
ACCT.AAS	AAS - Accounting	17	49	66
ADMA.AAS	AAS - Advanced Manufacturing	5	13	18
AGTE.AAS	AAS - Agricultural Technology	2	6	8
AHGS.AAS	AAS - Allied Health General Studies	0	1	1
ALHE.AAS	AAS - Allied Health	1	8	9
ARTS.AA	AA - Associate in Arts	322	319	641
BHSC.CERT	Certificate - Behavioral Sciences	1	8	9
BMGT.CERT	Certificate - Business Management	1	9	10
BUAD.AA	AA - Business Administration	117	74	191
BUAD.AAS	AAS - Business Administration	171	549	720
CAAM.CERT	Certificate - Advanced Manufacturing CAD/CAM	0	5	5
CHVA.CERT	Certificate - Commercial HVAC Technician	4	4	8
CLNE.AAS	AAS - Cloud Networking	0	2	2
CNSA.AAS	AAS- Cloud, Networking, Security and Administration	49	23	72
COMM.AA	AA-Communication	13	9	22
CORR.AAS	AAS - Corrections	3	8	11
CORR.CERT	Certificate - Corrections	3	7	10
CSON.AAS	AAS - Cardiac Sonography	36	98	134

Primary Program	Program Description	Full-time	Part-time	Total
CYSE.AAS	AAS - Cyber Security	2	3	5
DAIM.AAS	AAS - Digital Arts and Interactive Media	21	3	24
DDDA.CERT	Certificate - 3D Design and Animation	2	5	7
DENT.AAS	AAS - Dental Hygiene	47	58	105
DIPH.CERT	Certificate - Digital Photography	0	3	3
DMKT.CERT	Certificate - Digital Marketing	1	3	4
DUAL.NDS	NDS - Dual Enrolled School Students	2	311	313
EGYM.BS	BS - Energy Systems	1	2	3
EGYT.AAS	AAS - Energy Systems Technology	1	5	6
ELEC.AAS	AAS - Electrician	47	27	74
ELEC.CERT	Certificate - Electrician	9	15	24
EMTE.CERT	Certificate - Emergency Medical Services - EMT B License	3	10	13
ENSC.AAS	AAS - Environmental Science	7	14	21
ENSC.CERT	Certificate - Environmental Science	0	4	4
ENTR.AAS	AAS - Entrepreneurship	1	0	1
ENTR.CERT	Certificate - Entrepreneurship	1	0	1
ESGD.CERT	Certificate - Esport Game Design	0	1	1
FUEN.CERT	Certificate - Fundamentals of Engineering	0	1	1
GEST.AGS	AGS - Associate in General Studies	55	67	122
GRDE.AAS	AAS - Graphic Design	9	7	16
GRDE.CERT	Certificate - Graphic Design	0	5	5
GSON.AAS	AAS - General Sonography	101	158	259
GUES.NDS	NDS - Guest Student - College	0	12	12
HEMC.NDS	NDS - Hillsdale Early Middle College	4	34	38
HESC.CERT	Certificate - Health Sciences Foundations	0	1	1
HPPS.AAS	AAS - Health and Pre-Professional Science	20	120	140
ISAM.CERT	Certificate - Industrial Systems: Advanced Manufacturing	0	1	1
JCEC.NDS	NDS - Jackson County Early College	173	887	1,060
JPEC.NDS	NDS - Jackson Preparatory Early College	20	102	122
LAEN.AAS	AAS - Law Enforcement	13	18	31
LCEC.NDS	NDS - Lenawee County Early College	1	37	38
LECN.NDS	Lenawee College Now	6	213	219
LEMC.NDS	NDS - Lenawee Early Middle College	11	29	40
LINE.CERT	Certificate - Utility Technician	30	40	70
MCAD.CERT	Certificate - Computer Automated Design	0	1	1
MEBI.CERT	Certificate - Professional Medical Biller	3	20	23
MECO.CERT	Certificate - Professional Medical Coder	5	9	14
MEDA.CERT	Certificate - Medical Assistant	6	9	15

Primary Program	Program Description	Full-time	Part-time	Total
MEOS.CERT	Certificate - Medical Office Support	0	6	6
MTAC.DIP	Diploma - Michigan Transfer Agreement Completion	2	0	2
NESP.CERT	Certificate - Networking Specialist	0	2	2
NURS.AAS	AAS - Nursing	105	287	392
OCST.AAS	AAS - Occupational Studies	2	5	7
PAMT.AA	AA - Public Leadership and Administration	4	19	23
PAMT.CERT	Certificate - Public Leadership and Administration	0	2	2
PERS.NDS	NDS - Personal Interest	4	25	29
PNCE.CERT	Certificate - Practical Nursing	0	11	11
PTEC.CERT	Certificate - Production Technician	1	3	4
PTEC.FLEX	Production Technician - Certificate	0	1	1
RADI.AAS	AAS - Radiography	62	111	173
RECA.AAS	AAS - Respiratory Therapy	11	47	58
RHVA.CERT	Certificate - Residential HVAC Technician	12	11	23
SCIE.AS	AS - Associate in Science	125	62	187
SMGT.AA	AA - Sport Management	24	5	29
SOEN.AAS	AAS - Software Engineering	15	29	44
STAR.CERT	Certificate - Studio Art	0	1	1
SUTE.AAS	AAS - Surgical Technology	6	40	46
TNUR.AAS	AAS - Nursing (LPN to ADN)	0	7	7
VSON.AAS	AAS - Vascular Sonography	23	10	33
WLAM.CERT	Certificate - Welding: Advanced Manufacturing	7	14	21
	Total	1,750	4,125	5,875

b. Five-Year Historical Enrollment Trends

Jackson College experienced enrollment declines during the COVID-19 pandemic, followed by a sustained recovery in both student headcount and instructional activity. Unduplicated headcount increased from 6,699 in 2021-2022 to 7,881 in 2025-2026, an increase of approximately 17.6%. Over the same period, billing contact hours increased from 95,188.06 to 119,421.01, an increase of approximately 25.5%. Enrollment increased most significantly in 2023-2024 and 2024-2025 and remained relatively stable in 2025-2026. Current enrollment exceeds pre-pandemic levels, demonstrating a sustained recovery from the pandemic-era decline.

Academic year	Unduplicated headcount	Billing contact hours
2021-2022	6,699	95,188.06
2022-2023	6,778	98,570.40

Academic year	Unduplicated headcount	Billing contact hours
2023-2024	7,328	108,160.93
2024-2025	7,913	119,182.00
2025-2026	7,881	119,421.01

c. Five-Year Projected Enrollment Trends

Jackson College anticipates continued, modest enrollment growth over the five-year planning period, building on the sustained enrollment recovery and growth experienced since 2021-2022. Billing contact hours are projected to increase from 121,161 in 2027-2028 to approximately 125,959 in 2031-2032. Based on the historical relationship between billing contact hours and unduplicated student headcount, estimated unduplicated headcount is projected to increase from approximately 7,990 in 2027-2028 to approximately 8,236 in 2031-2032. These projections and estimates are intended for long-range planning and will be updated annually based on actual enrollment, program mix, student course loads, and instructional delivery patterns.

Academic Year	Projected Billing Contact Hours	Estimated Unduplicated Headcount
2027-2028	121,161	7,990
2028-2029	122,333	8,050
2029-2030	123,517	8,111
2030-2031	124,712	8,172
2031-2032	125,959	8,236

Instructional delivery is also expected to evolve over the five-year period. Currently, approximately 30% of classes are fully on campus. The College's Human-Centered Student Achievement strategy calls for moving toward an integrated hybrid learning model that balances flexibility and access with meaningful campus engagement and long-term student success. Online learning will remain an important component of instructional delivery, but its use will be intentional and informed by student needs, program requirements, course outcomes, retention, and student achievement.

The mix of on campus, online, hybrid, and other flexible delivery will continue to evolve based on student needs, program requirements, and enrollment patterns. Programs requiring laboratories, simulation, clinical instruction, shops, specialized equipment, or other hands-on learning environments will continue to require substantial in-person instruction, while online and hybrid delivery will provide flexibility where those modalities support effective student learning.

d. Staffing and Employee-to-Student Ratios

For FY 2026, Jackson College had 295 full-time-equivalent employees serving approximately 3,664 annual student FTE, an overall ratio of one employee for every 12 student FTE. The FY 2026 classification ratios are shown below.

Employee classification	FTE employee count	Employee-to-student FTE ratio
Administrators	45	1:81
Staff	177	1:21
Faculty	73	1:50
Overall	295	1:12

e. Projected Future Staffing Needs

Future staffing needs will be evaluated in conjunction with enrollment levels, planned programming changes, instructional delivery methods, and available funding. The College expects faculty-to-student ratios to remain generally consistent with historical trends while adding or reallocating faculty and support resources as necessary to maintain instructional quality and meet program-specific requirements.

Over the five-year planning period, staffing needs may be influenced by planned growth in Health Sciences, skilled trades and applied technology, and other workforce-responsive programs. The proposed renovation and expansion of Justin Whiting Hall is intended to support increased nursing and allied health capacity, including expanded laboratory, simulation, and clinical instruction. Academic planning also includes emerging programs such as Aviation Maintenance and a proposed Law Enforcement Academy, along with continued development of flexible instructional models such as JetFlex. These initiatives may require additional faculty and instructional or program-support resources as they are implemented.

The College will reevaluate staffing requirements as enrollment and program plans develop. Additional faculty and support positions will be considered based on actual and projected enrollment, course and section demand, program implementation schedules, accreditation or credentialing requirements, specialized instructional and supervision needs, and available operating resources. Staffing changes will be incorporated through the College's regular budget and personnel planning processes.

f. Current and Projected Average Class Size

Jackson College's average class size has remained relatively stable over the past five academic years, ranging from 15.2 to 15.9 students. During the same period, the number of course sections increased from 1,862 to 2,262 and duplicated headcount increased from 28,273 to 35,708. This indicates that recent enrollment growth has been accommodated primarily through additional course sections rather than materially larger average classes.

Over the next five years, the College expects average class size to remain generally consistent with recent historical trends. Planned facility renovations and additions are intended to expand instructional capacity and support program growth without requiring significant increases in average class size. This includes planned expansion of Health Sciences programs supported by the proposed Justin Whiting Hall Health Sciences Expansion, as well as emerging programs such as the proposed Law Enforcement Academy identified through academic planning. Specialized Health Sciences, laboratory, simulation, clinical, skilled-trades, and public-safety instruction will continue to reflect program-specific requirements for instructional quality, equipment, safety, supervision, accreditation, and available instructional space.

IV. Facility Assessment

IV. Facility Assessment

In August 2023, Jackson College engaged Parsons Environment & Infrastructure Group Inc. of Grand Rapids to conduct a comprehensive, campus-wide Facilities Condition Assessment. The final report, delivered in January 2024, evaluated College facilities and site infrastructure and identified deficiencies in three primary categories: Operations and Maintenance, Code Compliance, and Capital Renewal. The assessment provides a foundation for identifying deferred maintenance needs, evaluating facility priorities, and informing the College's short- and long-term capital planning.

The College also established a dedicated Coordinator for Deferred, Preventative, and Corrective Maintenance and completed a comprehensive inventory of institutional equipment and building systems. Assets are cataloged within the College's Building Management System with maintenance specifications, histories, and preventive and corrective maintenance schedules. This approach supports timely maintenance while providing current information for facility stewardship and long-term capital planning.

The following sections provide the facility-specific information required as part of the Five-Year Capital Outlay Plan.

a. Summary Description of Each Facility

A summary of Jackson College's active facilities is provided in Table IV-A at the end of this section. The table identifies each facility's location, year constructed and major renovation dates where available, gross square footage, general physical condition, and building-type allocation based on the categories identified in Appendix 8 of the DTMB Capital Outlay Design Manual. For facilities serving more than one building type, the percentage allocated to each type is identified.

b. Classroom Utilization Rates

Jackson College evaluates classroom utilization to identify scheduling patterns and support the effective use of existing instructional space. The current analysis includes 38 Central Campus classrooms and measures the percentage of classrooms used for scheduled sections and events from August 15, 2026, through August 14, 2027.

Utilization Period	Average Classroom Utilization	Observed Range
Peak weekdays, Monday-Friday, 10 a.m.-3 p.m.	63.7%	26%-84%
Off-peak weekdays, Monday-Friday, 8-10 a.m. and 3-5 p.m.	42.5%	13%-71%
Weekday evenings, Monday-Friday, 5-10 p.m.	16.4%	3%-29%
Weekends, Saturday-Sunday	10.9%	3%-32%

Classroom use is highest during the weekday peak period. Monday through Thursday peak-period utilization averages approximately 68% to 77%, compared with 29% on Friday. Evening and weekend utilization is substantially lower, indicating that additional scheduling capacity remains outside the principal weekday instructional periods.

The utilization analysis measures the percentage of classrooms in use and does not measure the percentage of available seats occupied within each classroom. Clinical, laboratory, simulation, and other specialized instructional spaces are scheduled according to program requirements, equipment availability, accreditation standards, and student demand and may not follow the same utilization patterns as general-purpose classrooms.

c. Mandated Facility Standards

Jackson College facilities and instructional spaces are maintained in accordance with applicable federal, State, and local building, health, safety, accessibility, and environmental requirements, including applicable OSHA and MIOSHA standards. Specialized instructional environments are subject to additional mandated and program-specific facility requirements.

Science laboratories, including chemistry labs, require appropriate ventilation, chemical handling and storage, emergency equipment, and other laboratory safety features. Manufacturing, welding, and other skilled-trades and technical spaces require appropriate ventilation, equipment and machine safety, electrical capacity, emergency systems, and other safeguards appropriate to the instructional activity. Health Sciences facilities similarly require program-specific clinical, laboratory, simulation, accessibility, safety, and accreditation considerations.

The Facilities Department supports compliance through ongoing inspection, maintenance, and corrective action and coordinates facility improvements as needs are identified. Employee training related to facility and workplace safety is provided as applicable to job responsibilities and regulatory requirements. Facility requirements are incorporated into ongoing maintenance, renovation, and capital planning as instructional programs change or expand.

d. Functionality of Existing Structures and Space Allocation

Jackson College continues to invest in the functionality of its existing facilities and instructional spaces. Recent capital activity includes continued investment in the Applied Technology Center, Medical Simulation Center, HVAC improvements, and other campus improvement projects. These investments support specialized instructional environments for workforce development, Health Sciences, technical education, and other College programs.

Several legacy instructional facilities, particularly James McDivitt Hall and Justin Whiting Hall, require significant modernization to address aging building systems, accessibility, instructional functionality, and changing program needs. James McDivitt Hall supports mathematics, science, general education, and related programs. The building's aging mechanical systems, building envelope, infrastructure, and instructional spaces require comprehensive modernization. The James McDivitt Hall STEM Remodel has received State planning authorization and is proceeding through programming and preliminary design.

Justin Whiting Hall supports Health Sciences instruction and contains specialized classroom, laboratory, clinical, simulation, and related instructional space. While the building remains functional, its existing configuration and aging infrastructure limit the College's ability to accommodate planned growth in nursing and allied health programs. If authorized for planning and subsequently advanced to construction, the proposed Justin Whiting Hall Health Sciences Expansion would modernize the existing facility and add instructional capacity for laboratories, simulation, clinical education, and student support.

Over the five-year planning period, Jackson College will continue to evaluate the functionality and allocation of existing space in relation to enrollment, instructional delivery, program requirements, utilization, accessibility, facility condition, and available resources. Renovation, modernization, adaptive reuse, technology-supported instruction, and shared or partner facilities will continue to be considered before constructing additional space where those approaches can effectively support program needs.

e. Replacement Value of Existing Facilities

As of October 2026, the estimated replacement value of Jackson College's existing buildings and campus infrastructure is approximately $830.6 million. This amount includes approximately $480.4 million for buildings and $350.3 million for campus infrastructure. The estimate reflects the cost to replace existing facilities and infrastructure with comparable assets and is used as a long-range capital-planning measure.

Replacement-value information is considered together with facility condition, age, remaining useful life, deferred-maintenance needs, instructional requirements, and estimated renovation costs when evaluating whether to maintain, renovate, adaptively reuse, or replace an existing facility. Replacement values for individual buildings and infrastructure assets are included in the College’s Facilities Assessment.

f. Utility System Condition

The condition and reliability of Jackson College's utility systems vary across facilities, reflecting more than six decades of campus construction, renovation, and modernization. Newer and renovated facilities generally have modern building systems, while portions of the College's legacy buildings and campus-wide infrastructure have reached or are

approaching the end of their expected useful lives. Continued renewal of aging utility systems remains an important component of the College's facilities and capital planning.

HVAC. HVAC condition varies significantly by building. Several legacy facilities have aging mechanical systems that require continued maintenance and modernization. James McDivitt Hall remains a primary concern because of its aging and obsolete mechanical infrastructure and is now proceeding through the State capital outlay planning process for comprehensive renovation. Justin Whiting Hall also contains aging building systems that would be addressed as part of the proposed Health Sciences Expansion if the project receives the necessary State authorizations. HVAC improvements and replacements are evaluated based on system condition, reliability, energy efficiency, facility use, and planned programming.

Water and sewer. Jackson College is connected to Summit Township's water and sanitary sewer systems. Portions of the College's internal water and sewer distribution infrastructure date to the original development of Central Campus and require continued monitoring, maintenance, and phased renewal. Local water conditions also require water-softening systems in many campus facilities. Two water-main breaks occurred on Central Campus in 2024, demonstrating the importance of continued investment in aging distribution infrastructure. The sanitary sewer system was connected to Township infrastructure in the mid-2010s, although portions of the internal campus service network remain older infrastructure.

Natural gas. The College completed substantial replacement of its campus natural-gas distribution network during the 2010s, replacing much of the original infrastructure with newer materials and systems. The system is maintained through ongoing inspection and maintenance.

Electrical. Central Campus is served by an 8,320-volt, three-phase electrical feed through primary switchgear located in the Campus Services building. The College has implemented protective and preventive-maintenance measures, including a recloser system designed to limit damage from electrical faults. Campus electrical panels have also undergone inspection, cleaning, infrared testing, and ARC-flash evaluation. Portions of the electrical distribution system remain older infrastructure and will require continued maintenance and phased modernization as facility systems and electrical demands change.

Overall, Jackson College has made significant investments in individual utility-system improvements while continuing to manage infrastructure of varying ages and conditions. Utility renewal and modernization will be coordinated with facility renovations, major maintenance, program requirements, and other capital improvements to support safe, reliable, and efficient College operations over the five-year planning period.

g. Facility Infrastructure Condition

Jackson College's site infrastructure reflects a mix of well-maintained assets and aging infrastructure requiring phased renewal. Central Campus parking areas are generally rated fair to good, although several lots are beyond their useful life and require replacement. The Jet's Beltway, which provides primary vehicular circulation through Central Campus, is in mixed condition, with portions requiring reconstruction. These infrastructure needs are incorporated into the College's deferred-maintenance and five-year facilities planning.

Parking lots serving James McDivitt Hall, Victor Cuiss Fieldhouse, Justin Whiting Hall, Campus Services, Bert Walker Hall, and the Health Laboratory Center are included in the College's phased parking-lot replacement plan. The current five-year facilities plan also provides for phased replacement of the Jet's Beltway. Coordinating roadway, parking, and related infrastructure improvements with other planned facility and utility work will help reduce disruption and avoid unnecessary duplication of construction activity.

Pedestrian infrastructure across Central Campus is generally in good condition. Sidewalks have received targeted repairs, including hydro-jacking completed in prior years, while areas surrounding James McDivitt Hall and Justin Whiting Hall require additional renewal. The 1.25-mile Jet's Walking Trail remains in excellent condition and continues to support campus and community use.

Jackson College will continue to address infrastructure needs through routine maintenance, targeted repairs, and planned capital renewal. Facility-condition information and the College's rolling facilities plan are used to prioritize roadway, parking, pedestrian, and related site improvements based on condition, safety, accessibility, operational requirements, project coordination, and available resources.

h. Adequacy of Existing Utilities and Infrastructure Systems

Jackson College's existing utility and infrastructure systems are generally adequate to support current operations and anticipated programming over the five-year planning period. Existing electrical, water, sewer, and other campus infrastructure provides capacity for current instructional activity and planned program development.

While overall capacity is presently adequate, the age and condition of portions of the College's legacy infrastructure require continued monitoring, maintenance, and phased renewal. Portions of the electrical distribution, water, sewer, and mechanical infrastructure date to the original development of Central Campus and will require continued investment to maintain reliability as facilities are modernized and instructional needs evolve. These needs are addressed through the College's Facilities Assessment, deferred-maintenance planning, and Five-Year Capital Outlay Plan.

i. Enterprise-wide Energy Plan and Goals

Jackson College incorporates energy efficiency and responsible resource use into facilities

operations, maintenance, and capital planning. The College routinely audits and analyzes utility and operating costs across its facilities, including electricity, natural gas, water/sewer, telecommunications, and solid-waste services. This ongoing analysis supports annual budgeting, helps monitor consumption and operating costs, and assists in identifying opportunities for conservation, system optimization, and facility improvements.

The College's energy-management goals include reducing energy and resource consumption and operating costs, improving the efficiency and reliability of building systems, and incorporating energy-efficient systems and equipment into facility improvements and capital projects.

Over the five-year planning period, Jackson College will continue to evaluate opportunities to improve building performance and reduce energy and resource consumption through modernization of aging HVAC and control systems, efficient equipment and lighting, building-envelope improvements, preventive maintenance, and other practical energy-conservation measures. Energy-efficiency considerations will also be incorporated into major facility renovations and capital projects as project scope and design are developed.

j. Evaluation of Campus Land for Future Use and Development

Jackson College owns more than 300 acres across Central Campus and other properties supporting the College's educational and institutional mission. A significant portion of the College's land holdings is included in a long-term lease with the Dahlem Environmental Education Center and is primarily reserved for environmental education and conservation purposes, limiting its availability for traditional institutional development.

Central Campus encompasses approximately 150 acres and remains the College's primary instructional and institutional location. The site provides capacity for future development; however, buildable areas are constrained in part by natural gas and petroleum pipeline easements crossing the southern portion of the property. These limitations, together with the College's existing capital base, support an emphasis on renovation, modernization, and effective use of existing facilities before undertaking significant new construction.

Jackson College and the Jackson College Foundation also own smaller parcels throughout the region, some of which were acquired through gifts and may be subject to deed restrictions or other use limitations that limit their suitability for major academic development. These properties may be held for mission-support or investment purposes rather than future academic expansion. During FY 2026, the College disposed of three such land parcels as part of its ongoing management of these holdings.

Jackson College has also reduced its owned physical footprint through the sale of the former North Campus in June 2023 and the Adrian property in June 2024, while continuing to provide educational access through College and partner locations.

Based on current planning, Jackson College has sufficient land to support foreseeable institutional needs over the five-year planning period. Future land-use and development decisions will continue to consider program needs, existing facility utilization and condition, site constraints, infrastructure capacity, accessibility, partnerships, and available resources.

k. Buildings Bonded and Timelines for Expiration.

Jackson College currently has three projects subject to State Building Authority (SBA) lease arrangements. Under these arrangements, the State Building Authority financed the State-supported portion of the projects, with title to the related facilities transferring to the College at the conclusion of the applicable lease terms.

The former Jackson College Lenawee Center is no longer subject to an SBA lease. The lease concluded in October 2023, at which time Jackson College paid $1 and obtained title to the property. The property was subsequently sold in June 2024.

Facility	SBA Lease Expiration
Jackson Health Program	October 31, 2039
Whiting Hall	June 30, 2046
Bert Walker Hall	August 31, 2052

Table IV-A. Jackson College Active Facilities Summary

Facility	Location	Constructed / Major Renovations	Gross Sq. Ft.	DTMB Building Type / Allocation	General Condition
Bert H. Walker Hall	Central Campus	1969; renovations 1999, 2015	73,954	Classroom 10%; Office 80%; Administrative 10%	Excellent
Campus Services Building	Central Campus	1969	17,135	Warehouse 40%; Engineering 10%; Office 10%; Garage 40%	Fair
George Potter Center	Central Campus	1976; multiple renovations	147,372	Auditorium 60%; Dining Hall 10%; Classroom 10%; Administrative 5%; Office 15%	Good to very good
James A. McDivitt Hall	Central Campus	1966; renovations 1998, 2005, 2019	76,973	Classroom 40%; Laboratory 40%; Office 20%	Poor to fair
Justin R. Whiting Hall	Central Campus	1967; renovations 2007, 2009, 2025, 2026	81,266	Classroom 40%; Laboratory 40%; Office 20%	Fair to good
Justin R. Whiting Hall Annex - Cold Storage	Central Campus	1975	2,155	Service 100%	Poor
Victor Cuiss Fieldhouse	Central Campus	1971	55,952	Gymnasium 80%; Engineering 10%; Office 7%; Classroom 3%	Fair
Jets Hangar	Central Campus	1977; renovation 2015	14,300	Auditorium 80%; Office 10%; Classroom 5%; Dining Hall 5%	Good
Dahlem Environmental Education Center	Near Central Campus	1975	3,005	Classroom 50%; Office 50%	Fair
William Atkinson Hall	Central Campus	2007	56,950	Library 50%; Office 20%; Classroom 30%	Very good

Facility	Location	Constructed / Major Renovations	Gross Sq. Ft.	DTMB Building Type / Allocation	General Condition
Gold Hall	Central Campus	2008	42,500	Dormitory 100%	Very good
Maroon Hall	Central Campus	2010	44,000	Dormitory 90%; Classroom 10%	Very good
Health Laboratory Center	Central Campus	2011	42,390	Classroom 60%; Laboratory 40%	Excellent
The STEAM Factory	Central Campus	1969; renovation 2022	13,401	Classroom 90%; Service 10%	Excellent
Jets Pavilion	Central Campus	2022	1,690	Warehouse 25%; Service 60%; Engineering 15%	Excellent
Educational Innovation Center	Central Campus	2000; renovation 2010	8,954	Classroom 80%; Office 15%; Dining Hall 5%	Good
Baseball and Softball Buildings (4)	Central Campus	2022	4,692	Gymnasium 100%	Excellent
Soccer Complex Building	Central Campus	2026	1,591	Gymnasium 100%	Excellent
Outback 1	Central Campus	Year not available	4,000	Service 100%	Good
Outback 2	Central Campus	2008	4,000	Service 100%	Good
Howser Child Development Center	Central Campus	Year not available	5,500	Service 100%	Fair
Campus View	Central Campus	2015	69,500	Dormitory 95%; Office 5%	Excellent
Tiny Home A	Central Campus	2020	577	Dormitory 100%	Excellent
Tiny Home B	Central Campus	2020	577	Dormitory 100%	Excellent

Facility	Location	Constructed / Major Renovations	Gross Sq. Ft.	DTMB Building Type / Allocation	General Condition
Tiny Home C	Central Campus	2020	650	Dormitory 100%	Excellent
Tiny Home D	Central Campus	2020	650	Dormitory 100%	Excellent
Tiny Home E	Central Campus	2020	650	Dormitory 100%	Excellent
Tiny Home F	Central Campus	2020	650	Dormitory 100%	Excellent
Jets Air Station	Central Campus	2023	38,930	Gymnasium 92%; Engineering 5%; Warehouse 3%	Excellent
Applied Technology Center	Central Campus	2026	15,000	Laboratory 70%; Classroom 30% (estimated)	Excellent
Clyde LeTarte Center	Hillsdale	Year not available	10,640	Classroom 80%; Office 20%	Very good

V. Implementation Plan

V. Implementation Plan

a. Major Capital Projects Requested from the State

Jackson College's State capital outlay program includes the James McDivitt Hall STEM Remodel, which received State planning authorization through the FY 2025-26 capital outlay supplemental appropriation, and the Justin Whiting Hall Health Sciences Expansion, which is the College's top-priority FY 2028 State capital outlay request. The projects are presented below according to their current authorization status and anticipated implementation sequence.

Authorized for Planning: James McDivitt Hall STEM Remodel	
Project scope	Comprehensive renovation and expansion of James McDivitt Hall to create an approximately 117,000-square-foot STEM facility supporting STEM education and workforce development. Planned improvements include flexible hybrid-ready learning environments, science and cadaver labs, engineering laboratories, computer networking and cybersecurity labs, a virtual reality lab, makerspace, astronomy and physics labs, student study and collaboration space, faculty and staff space, accessibility improvements, and modernization of building systems.
Estimated total cost	$45,000,000
State share	$22,500,000
Institutional share	$22,500,000
Status / timing	The project received State planning authorization through the FY 2025-26 capital outlay supplemental appropriation and is proceeding through programming and preliminary design. The FY 2027 project request estimated a 30-month project duration. Planning authorization does not constitute construction authorization or guarantee future State construction funding.

FY 2028 Top-Priority Request: Justin Whiting Hall Health Sciences Expansion	
Project scope	Renovation and modernization of the existing 81,266-square-foot facility and construction of an approximately 20,000-square-foot addition to expand nursing and allied health instruction, laboratories, simulation, clinical education, and student-support space.
Estimated total cost	$74,000,000
State share	$37,000,000
Institutional share	$37,000,000
Status / timing	Jackson College’s FY 2028 State capital outlay priority. The request seeks State planning authorization for a 36-month renovation and expansion project. If planning is authorized, the project would require subsequent State construction authorization before State-supported construction could proceed.

The James McDivitt Hall project will continue through programming and preliminary design in

accordance with its State planning authorization. The Justin Whiting Hall request seeks planning authorization for the FY 2028 cycle. For either project to proceed to State-supported construction, a separate construction authorization and related State financing would be required. Project scope, cost, schedule, and financing will be updated as planning advances and additional approvals are obtained.

b. Deferred Maintenance Backlog and Five-Year Impact

As of October 2026, Jackson College's identified deferred-maintenance and capital-renewal backlog is approximately $70.8 million, a reduction of approximately $5.6 million from the amount identified in the 2024 Facilities Condition Assessment. The reduction reflects deferred-maintenance and capital-renewal projects completed during the past three years. The estimated backlog will continue to be updated as projects are completed and facility conditions and priorities change.

Jackson College uses its comprehensive Facilities Condition Assessment and ongoing facilities evaluations to identify deferred maintenance and capital renewal needs across College buildings and site infrastructure. The Facilities Condition Assessment evaluated all campus buildings and site infrastructure and classified identified deficiencies as Operations/Maintenance, Code Compliance, or Capital Renewal. These findings inform short- and long-term capital investment, maintenance budgeting, and the College's Five-Year Capital Outlay Plan.

Deferred maintenance needs are prioritized based on system criticality, facility condition, safety considerations, and available funding. Higher-priority needs are addressed through annual maintenance planning and major capital projects, while other identified needs are incorporated into the College's multiyear facilities planning process.

Major renovation projects provide an opportunity to address significant facility deficiencies comprehensively rather than continuing to repair aging systems individually. The James McDivitt Hall STEM Remodel, currently authorized for State planning, will address aging building systems and other facility deficiencies as part of a comprehensive renovation. The proposed Justin Whiting Hall Health Sciences Expansion would similarly address aging building systems and infrastructure while modernizing and expanding space needed for Health Sciences programming.

c. Status of State Building Authority-Financed Projects

Jackson College's James McDivitt Hall STEM Remodel received State planning authorization through the FY 2025-26 capital outlay supplemental appropriation. The project is proceeding through programming and preliminary design. Planning authorization allows the College to advance professional planning and design activities but does not constitute construction authorization or guarantee future State construction funding. The project will require subsequent construction authorization before State-supported construction can proceed.

d. Return on Investment and Operational Savings

Jackson College evaluates planned capital expenditures based on expected improvements in operating efficiency, reduced maintenance demands, extended asset life, and improved reliability of facilities and building systems.

If advanced to construction, the James McDivitt Hall STEM Remodel would replace or modernize aging building systems, including HVAC and building controls, while addressing building-envelope and infrastructure deficiencies. These improvements are expected to improve energy efficiency and reduce recurring maintenance and repair demands.

If authorized for planning and subsequently advanced to construction, the proposed Justin Whiting Hall Health Sciences Expansion would incorporate modern building systems, infrastructure improvements, and energy-efficient design as part of the renovation and expansion. These improvements are expected to improve facility performance and reduce the maintenance and operating demands associated with aging building systems.

Other planned capital and major maintenance projects are evaluated based on lifecycle cost, energy and operational efficiency, avoided maintenance and repair costs, improved reliability, and extension of asset useful life.

e. Alternatives to New Infrastructure

Jackson College considers alternatives to new construction when instructional and student needs can be met effectively through existing facilities, technology, partnerships, and other delivery models. The College has reduced its owned physical footprint through campus consolidation, including the sale of the former North Campus in 2023 and the sale of its Adrian property in 2024. Jackson College continues to serve students in Lenawee County through space provided in partnership with the Lenawee Intermediate School District. These actions allow the College to maintain educational access while reducing long-term facility ownership, maintenance, and capital-renewal obligations.

Online and flexible learning also provide alternatives to expanding physical infrastructure. Jackson College Global provides online programs and courses, while JetFlex competency-based education offers flexible, self-paced options for selected programs. The College's Human-Centered Student Achievement strategy calls for an integrated hybrid learning model that balances flexibility and access with meaningful student engagement and long-term student success.

Partnerships also allow the College to expand educational access without unnecessarily duplicating facilities. Jackson College works with intermediate school districts, K-12 partners, correctional institutions, universities, employers, and other organizations to deliver or support instruction through College, shared, and partner locations. Academic planning

also considers use of specialized external facilities where appropriate, including collaboration with Jackson County Airport in planning for Aviation Maintenance programming. These approaches allow the College to evaluate existing space, technology-supported instruction, shared facilities, and partnerships before investing in new infrastructure.

f. Major Maintenance Schedule Over $1 Million, FY 2028 – FY 2032

The following major maintenance projects with estimated total costs exceeding $1 million are anticipated during the FY 2028 – FY 2032 planning period. Projects are presented at the total project level when implementation is expected to occur over multiple fiscal years. Estimated costs and implementation schedules may be refined as project planning advances.

Anticipated timing	Major Maintenance Project	Estimated Total Cost
FY 2029 – FY 2030	Campus Beltway Replacement	$3,600,000
FY 2029 – FY 2030	Parking Lot Replacements	$1,400,000

g. Current-Year Non-Routine Maintenance Budget and Funding Sources

For FY 2027, Jackson College has budgeted approximately $3,150,000 for non-routine maintenance and capital renewal projects. These activities are funded through a combination of major maintenance plant funds, General Fund transfers, life-safety and emergency repair reserves, and other available institutional resources. The College makes annual transfers from the General Fund to support deferred maintenance, capital renewal, renovation, and construction in accordance with Board policy.

Additional financing may include grants, Jackson College Foundation support, private gifts and donor support, bond proceeds, State capital outlay participation, and other restricted or project-specific resources when available. These supplemental funding sources are incorporated into project financing as commitments are secured and are not assumed as available funding unless designated for a specific project.