



REGULAR MEETING OF THE BOARD OF TRUSTEES

Jackson College

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

05.13.24

The Regular Meeting of the Board of Trustees of Jackson College was held on Monday, 05.12.24, 6:30pm, at the Central Campus of Jackson College, George E. Potter Center, 2nd Floor, Boardroom.

Board Members Present: Chairperson John Crist, Vice-Chairperson Sheila Patterson, Trustee Matt Heins, Trustee Donna Lake, and Trustee Christopher Simpson

Board Member Absence: Trustee Phil Hoffman, and Trustee Teshna Thomas.

Others Present Include: Dr. Daniel Phelan, Keith Everett Book, Bill Abbott, Cindy Allen, Jason Valente, John Globoker, Doug Yenor, Antoine Breedlove, Heather Ruttkofsky

Chairperson John Crist called the meeting to order at 6:30PM Eastern Daylight Savings Time.

DECLARATION OF CONFLICT OF INTEREST

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

COMMUNICATIONS

PUBLIC COMMENTS:

Chairperson Crist invited attending members of the public (who registered via the form provided at the Board Room door prior to this portion of the agenda) to offer their comments to the Board of Trustees (up to five minutes each). As was stated on said form, the Board does not respond in this setting when the matter presented concerns personnel, student issues, or matters are being addressed through the established grievance or legal processes, or otherwise a subject of review by the Board of Trustees.

Alana Tuckey (Current JC Employee – Jackson College Faculty Association representative) – Alana Tuckey described the recent publication of JC Biology faculty member, Dr. Curtis Blankespoor. She also thanked the Board for their thoughtful consideration of the FY'25 budget and fiscal security, and emphasized the essential role that people have in our work and workforce, as it relates to wages and benefits within the budget. Lastly, she congratulated the full-time Theatre Faculty member, Sara Ann Tomczak, on the recent JC production of the play, *Sylvia*, in the Baughman Theatre, which was well attended and enjoyed a partnership with the Cascade Humane Society.

ADOPTION OF MINUTES

The draft minutes of the Regular Board of Trustees dated 04.15.24 were reviewed by the Board and moved into the permanent record by Chairperson Crist, on behalf of the Trustees.

COMMUNICATIONS

BOARD & CEO COMMENTS:

Trustee Heins shared his appreciation that Jackson College is on the list of Police Officer and Firefighter Survivor Tuition Grant participants.

Trustee Lake described a grand Commencement week that was well executed and appreciated.

Dr. Alytrice Brown, Jackson College's new Chief Student Services Officer, was introduced by CEO Phelan and she shared a brief review of her background with the Trustees and those in attendance.

Chairman Crist thanked Trustee Lake for attending this Board meeting before leaving for vacation. He also reminded the Board, given the current attendance level, that any motion must have 4 'aye' votes to pass, as it is a majority of the electees that must vote 'aye' for a motion to pass, not the majority of those present at the meeting.

OWNERSHIP LINKAGE

OWNER LINKAGE UPDATE

As requested at the 04.15.24 Regular Board Meeting, Chairperson Crist and Trustee Lake will conduct an Ownership Linkage Session(s) to help the Board develop their Ownership Linkage Plan and its execution. They are currently scheduled to hold an Ownership Linkage Session on May 20th.

ITEMS FOR DECISION

GOVERNANCE PROCESS ITEMS: Governance Process: GP-09 Board Code of Conduct – Policy Review

The Board's Governance Process policy GP-09 Board Code of Conduct was reviewed by the Board for its regularly scheduled review. Chairperson Crist, Trustee Lake, Trustee Simpson, and CEO Phelan proposed a minor amendment for the Board's consideration.

MOTION BY TRUSTEE LAKE TO APPROVE POLICY GP-09 BOARD CODE OF CONDUCT AS AMENDMENT. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES CRIST, HEINS, LAKE, PATTERSON, AND SIMPSON VOTING AYE. MOTION PASSED UNANIMOUSLY.

EXECUTIVE LIMITATIONS ITEMS: Executive Limitations: EL-03 Planning – Policy Review

The Board's Executive Limitations policy EL-03 Planning was reviewed by the Board for its regularly scheduled review. Chairperson Crist, Trustee Lake, Trustee Simpson, and CEO Phelan proposed amendments for the Board's consideration. CEO Phelan described efforts to reduce redundancies within the policy without changing the intention or scope of the policy.

MOTION BY TRUSTEE HEINS TO APPROVE POLICY EL-03 PLANNING AS AMENDMENT. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES CRIST, HEINS, LAKE, PATTERSON, AND SIMPSON VOTING AYE. MOTION PASSED UNANIMOUSLY.

EXECUTIVE LIMITATIONS ITEMS: EL-03 Planning – Interpretations Review

CEO Phelan presented his interpretation recommendations for policy EL-03 to the Board for their regularly scheduled review.

MOTION BY TRUSTEE LAKE TO APPROVE THAT THE BOARD HAS ASSESSED CEO PHELAN'S INTERPRETATIONS OF POLICY EL-03 AND FINDS THAT THEY DEMONSTRATE A REASONABLE INTERPRATION OF THE POLICY. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES CRIST, HEINS, LAKE, PATTERSON, AND SIMPSON VOTING AYE. MOTION PASSED UNANIMOUSLY.

FY'25 BUDGET PROPOSAL: Truth in Budgeting Public Hearing:

CEO Phelan thanked John Globoker (CFO) for his work on the budget, as well as to all budget administrators and staff for their help in the budget preparation process. The CEO noted that the FY '25 budget was being presented a full month sooner than previous years. He also thanked CFO Globoker for his commitment to new technology and processes that are advancing the inclusive budgeting process.

CFO Globoker thanked the Department of Equalization for providing the information the institution needed one month earlier, which benefits the institution and student decision-making significantly.

CFO Globoker discussed the millage rate, describing the difference between 1.33 mills originally in 1964 and the millage now – 1.1327 mills due to Headlee Amendment impacts, which result in a loss of over \$1MM in revenues annually. Jackson College stands alone among the 28 public community colleges in Michigan as having the lowest millage rate, and the only Michigan Community College to not have received additional millage support beyond the initial millage, nor Headlee override support.

CFO Globoker then presented the Board with the proposed FY'25 budget.

Trustee Simpson and CFO Globoker discussed what drives State appropriations, which are moving closer and closer to a performance basis.

Trustee Heins, CFO Globoker, and CEO Phelan discussed employee merit pay, which is currently more conservative for FY'25. CEO Phelan noted that the College's budget has been proposed 4 months before the State budget is finalized; therefore, it is a conservative budget. He explained that at the end of the year, if the College does well, additional merit pay has historically been provided.

Trustee Heins asked about the 106,500 BCH goal as it relates to a predicted nationwide enrollment cliff. CEO Phelan described that the said cliff is expected about a year from now, but colleges that are future-focused are currently growing. Private college enrollment is trending down. More in-person classes are trending up. The recruitment and retention strategies in which JC has invested are producing an incline in enrollment.

CEO Phelan explained at Trustee Heins' request that Capital Outlay and ITEMS Funding are being sought to accomplish needed building renovations. Also, there is promising potential for a policy change that would require community colleges to contribute 25% (rather than the current 50%) of funding to awarded Capital Outlay projects. Trustee Heins expressed the importance of paying off debt.

Vice-Chairperson Patterson and CEO Phelan discussed the pros and cons of him continuing as the Acting Chief Academic Officer (CAO) and Antoine Breedlove continuing as Acting Chief Diversity Officer (CDO) for FY'25. CEO Phelan described the positive impacts of this administrative strategy on not only the budget, but also on the performance of both the Academic and Inclusive Excellence departments. To Trustee Simpson's inquiry, CEO Phelan described the possibility of postings for the CAO and CDO positions in February 2025.

Chairperson Crist confirmed that a public notice announcing tonight's budget and millage consideration, was placed in the local newspaper, posted on site, and posted on the Jackson College website. He opened the formal public hearing regarding the proposed budget for FY'25.

**MOTION BY TRUSTEE HEINS TO MOVE INTO THE OPEN PUBLIC HEARING.
TRUSTEES VOTED BY ROLL CALL VOTE TO OPEN THE PUBLIC HEARING:
TRUSTEES CRIST, HEINS, LAKE, PATTERSON, AND SIMPSON VOTING AYE.
MOTION PASSED UNANIMOUSLY.
THE PUBLIC HEARING WAS OPENED.**

There were no comments from the public.

**MOTION BY TRUSTEE SIMPSON TO MOVE OUT OF THE PUBLIC HEARING.
TRUSTEES VOTED BY ROLL CALL VOTE TO CLOSE THE PUBLIC HEARING:
TRUSTEES CRIST, HEINS, LAKE, PATTERSON, AND SIMPSON VOTING AYE.
MOTION PASSED UNANIMOUSLY.
THE PUBLIC HEARING WAS CLOSED.**

FY'25 BUDGET PROPOSAL: Consideration of FY '24 Authorization to Levy:
The Board considered a resolution to authorize a tax rate for Jackson College for FY'25 at 1.1327 mills.

MOTION BY TRUSTEE LAKE TO APPROVE THE RESOLUTION TO AUTHORIZE A TAX RATE FOR JACKSON COLLEGE FOR FY'25 AT 1.1327 MILLS. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES CRIST, HEINS, LAKE, PATTERSON, AND SIMPSON VOTING AYE. MOTION PASSED UNANIMOUSLY.



RESOLUTION FOR AUTHORIZATION TO LEVY A TAX

Jackson, Michigan

WHEREAS, the Jackson College Board of Trustees by resolution of May 13, 2024 proposes a total authorized levy of **1.1327** mills within the district for operating purposes for fiscal 2024-2025; and

WHEREAS, the Jackson College Board of Trustees has carefully examined the financial circumstances of the college district for the 2024-2025 fiscal year, including estimated expenditures, estimated revenue, taxable valuation of property located within the district, and determined that the levy of the millage rate will be necessary for the sound management and operation of the college; and

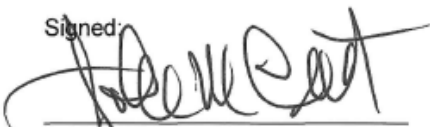
WHEREAS, the Jackson College Board of Trustees has complete authority to establish that a maximum of **1.1327** mills for operating purposes in 2024-2025 from within its authorized millage rate; and

WHEREAS, the Jackson College Board of Trustees held a budget hearing on May 13, 2024 at 6:30 p.m. in the Boardroom, located in the Potter Center on Jackson College's Central Campus to receive comments from the public regarding the proposed budget; and the budget document contains the requisite "Truth in Budgeting Act" information.

NOW THEREFORE, BE IT RESOLVED THAT:

1. For 2024-2025, the total millage rate of **1.1327** mills, shall be levied upon property located within the college district; and
2. All resolutions and parts of resolutions insofar as they conflict with the provisions of this resolution shall be and the same are hereby rescinded.

Signed:



John M. Crist
Board Chairperson, Jackson College

May 13, 2024

Date

FY'25 BUDGET PROPOSAL: Consideration of FY'24 Tuition and Fees:

The Board considered the administration's tuition recommendations as part of the FY'25 Budget. The percentages are below the cap authorized by the State.

Per subsequent work, administration made the following tuition recommendations as part of the FY'25 budget.

- In-District tuition at **\$193.00** (was \$185.00) an \$8.00 increase.
- Out-District at **\$225.00** (was \$209.00) a \$16.00 increase (116% of in-district)
- Out-of-State/International at **\$288.00** (was \$277.00) an \$11.00 increase (150% of in district)
- Student Service Fee for Dual Enrollment and Middle and Early College at **\$35.00** per billing contact hour (was \$30.00) a \$5.00 increase.
- Student Service Fee for In-District, Out of District, Out of State/International and Veterans at **\$52.00** (was \$49.50) a \$2.50 increase.

MOTION BY VICE-CHAIRPERSON PATTERSON TO APPROVE THE ADMINISTRATION'S TUITION RECOMMENDATIONS AS PART OF THE FY'25 BUDGET. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES CRIST, HEINS, LAKE, PATTERSON, AND SIMPSON VOTING AYE. MOTION PASSED UNANIMOUSLY.

FY'25 BUDGET PROPOSAL: Consideration of FY'25 Budget Proposal:

The Board considered the FY'25 Budget Proposal of \$56,487,179 proposed by CEO Phelan.

**MOTION BY TRUSTEE LAKE TO APPROVE THE PROPOSED FY'25 BUDGET OF \$56,487,179. TRUSTEES VOTED BY ROLL CALL VOTE:
CHAIRPERSON CRIST – AYE
TRUSTEE HEINS – AYE
TRUSTEE LAKE – AYE
VICE-CHAIRPERSON PATTERSON – NO
TRUSTEE SIMPSON – AYE**

THE MOTION PASSED 4:1.

MONITORING CEO PERFORMANCE

MONITORING CEO PERFORMANCE: EL-05 Asset Protection – Evidence Review
CEO Phelan presented the evidence (i.e., monitoring report) for Policy EL-05 Asset Protection, indicating Full Compliance according to his previously approved interpretations.

MOTION BY TRUSTEE HEINS THAT THE BOARD HAS ASSESSED THE MONITORING REPORT FOR POLICY EL-05 ASSET PROTECTION AND FINDS THAT IT DEMONSTRATES COMPLIANCE WITH A REASONABLE INTERPRETATION OF THE POLICY. TRUSTEES VOTED BY ROLL CALL VOTE: VICE-CHAIRPERSON WAS ABSENT DURING THIS VOTE. TRUSTEES CRIST, HEINS, LAKE, AND SIMPSON VOTING AYE. MOTION PASSED UNANIMOUSLY.

MONITORING CEO PERFORMANCE: EL-06 Investments – Evidence Review
CEO Phelan presented the evidence (i.e., monitoring report) for Policy EL-06 Investments indicating Full Compliance according to his previously approved interpretations.

MOTION BY TRUSTEE HEINS THAT THE BOARD HAS ASSESSED THE MONITORING REPORT FOR POLICY EL-06 INVESTMENTS AND FINDS THAT IT DEMONSTRATES COMPLIANCE WITH A REASONABLE INTERPRETATION OF THE POLICY. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES CRIST, HEINS, LAKE, PATTERSON, AND SIMPSON VOTING AYE. MOTION PASSED UNANIMOUSLY.

MONITORING CEO PERFORMANCE: CEO Monitoring Compliance Schedule & Summary:
CEO Phelan provided an update on reports presented to the Board over the preceding 12 months with the compliance status noted. He also provided a schedule of policy, interpretation, and evidence reviews for calendar year 2024, along with the schedule for the Trustee’s policy pre-review process.

MONITORING BOARD PERFORMANCE

MONITORING BOARD PERFORMANCE: GP-03 Board Planning Cycle & Agenda Control – Survey Results Review:
Chairperson Crist presented the aggregate responses from Board members to a Self-Evaluation Survey of GP-03 Board Planning Cycle & Agenda Control.

MONITORING BOARD PERFORMANCE: GP-12 Board Linkage with External Organizations – Survey Results Review:
Chairperson Crist presented the aggregate responses from Board members to a Self-Evaluation Survey of GP-12 Board Linkage with External Organizations.

MONITORING BOARD PERFORMANCE: BCD-05 CEO & President Succession – Survey Results Review:
Chairperson Crist presented the aggregate responses from Board members to a Self-Evaluation Survey of BCD-05 CEO & President Succession.

MOTION BY VICE-CHAIRPERSON PATTERSON THAT THE BOARD HAS ASSESSED THE SURVEY RESULTS FOR COMPLIANCE WITH BOARD POLICIES GP-03, GP-12, AND BCD-05. TRUSTEES VOTED BY ROLL CALL VOTE:

**TRUSTEES CRIST, HEINS, LAKE, PATTERSON, AND SIMPSON VOTING AYE.
MOTION PASSED UNANIMOUSLY.**

INFORMATION REQUEST BY THE BOARD

College Feature: Facilities Master Plan & FY'25 Master Plan Projects:

CEO Phelan described that a "College Feature" will be an agenda item at each regular Board meeting, at the request of the Board.

Postponed from the 04.15.24 Regular Board Meeting, Jason Valente reviewed the College's facilities master plan and deferred maintenance for 2023-2024.

Information highlights included:

- The College's building and site fund is a restricted fund per Board policies.
- Restricted gifts and donations also fund projects.
- Federal and state grants are funding for restricted projects as well.
- The facilities master plan is a living document, constantly shifting to accommodate real-time scenarios.
- Valente presented the FY '24 facilities project list, adding a library renovation and office reallocations for Institutional Research and the JC Foundation to the list of nearly 30 projects.
- He also discussed how deferred maintenance is being addressed.
- Donations are making the Medical Simulation Center Retrofit possible.
- The housing back up power project will be able to happen within the year. Agreements with CAT will now make access to mobile generators possible within 2 hours.
- Renovations to William Atkinson Hall are in consideration to allow for more think tank and intimate spaces.
- A Utilities and Power project via MCAN is also being planned.

Trustee Heins complimented Valente, Jim Jones, and their teams for the number of projects they are able to beautifully accomplish.

Valente described the 2024 Deferred Maintenance Study recently conducted. Each campus building has a report with repair considerations for health and safety, code compliance, and operations and maintenance. He described the total building value versus total cost of deferred maintenance, implicating an impressive return on investment.

Valente also described next steps for the Deferred Maintenance Study, which include:

- Determining methodology and approach.
- Full-time staff assignment for Morgan Phillips.
- Agreement on categorization (health safety vs. Code vs. Maintenance)
- Multi-year improvement plan that aligns major maintenance, capital outlay and deferred maintenance.

Valente thanked his team for loving JC and treating the College like it is their own home.

Valente described for Trustee Heins that the Parson's Group (firm that conducted the Deferred Maintenance Study) offers a subscription for project planning in real-time, as well as for planning deferred maintenance that the College intends to exercise. He also described a new work order system recently implemented that allows for barcodes to be assigned on all assets which will dramatically improve asset data capture and historical accessibility.

CEO Phelan noted for Trustee Heins that the current insurance carrier will be assessed again next year.

Valente described for Trustee Simpson that although Jim Jones is the project manager of all projects, of which there are many, there is significant outside assistance with upcoming projects.

Trustee Lake thanked Valente for his presentation and all the work he and the Facilities team have done for the College.

Chairperson Crist shared his excitement for the current student headcount of over 7,200, which is starting to surpass pre-Covid numbers.

FY'24 Q3 Financial Report

The Board received and reviewed the FY'24 Q3 Financial Report.

Next Board Meeting Topics – 06.10.24:

CEO Phelan provided the members with a portent of items that are to come at the 06.10.24, Jackson College Board of Trustees Meeting and took agenda suggestions.

Below are currently anticipated topics:

- Policy Review: EL-00 General Executive Restraint
- Policy Review: EN-01 ENDS
- Interpretations Review: EL-00 General Executive Restraint
- Interpretations Review: EN-01 ENDS
- Evidence Review: EL-03 Planning
- CEO Monitoring Compliance Schedule & Summary
- Board Survey Review: GP-09 Board Code of Conduct
- Consideration of Representatives to the MCCA Board of Directors
- Consideration of Personnel Practices Manual/Compensation
- Consideration of Millage Request
- Miller Johnson Audit Report
- College Feature: TBD

CEO Phelan noted that if the Board were to consider millage support, he would propose asking for a Headlee adjustment, with a focus on job placement, job training, and apprenticeships. The deadline to apply for millage support is August 13, the day after the August 12th JC Board meeting. He stated that he will have draft ballot language for consideration at the June Board meeting.

Bill Abbott clarified for Vice-Chairperson Patterson that Miller Johnson's audit report is currently on target for completion in June.

SELF-EVALUATION OF GOVERNANCE PROCESS & BOARD PERFORMANCE AT THIS MEETING

Principles of Policy Governance:

Members discussed the Policy Governance principles of monitoring institutional performance, executive limitations, and governance process.

MEETING CONTENT REVIEW

All was appreciated by the Board.

ADJOURN

MOTION BY TRUSTEE LAKE "To adjourn."

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

Meeting Adjourned at 8:08pm ET.

The foregoing minutes for the Regular Meeting of the Board of Trustees held on Monday, May 13, 2024, were approved at the Regular Meeting of the Board of Trustees on Monday, June 10, 2024.


Chairperson