

MINUTES OF THE FIVE HUNDRED NINTY FIRST
MEETING OF THE BOARD OF TRUSTEES
OF THE MONROE COUNTY COMMUNITY COLLEGE DISTRICT

Board of Trustees Room Z-203
La-Z-Boy Center
6:00 p.m., February 24, 2020

Present: Florence M. Buchanan, Lynette M. Dowler, Steven Hill, Krista K. Lambrix,
and Aaron N. Mason

Not Present: William T. Bruck, and Mary Kay Thayer

Also Present: Jack Burns Jr., Parmeshwar Coomar, Kevin Cooper, Valerie Culler, Randy Daniels, A.J. Fischer, Kelly Heinzerling, Barry Kinsey, Paul Knollman, Brian Lay, Kim Lindquist, L. Manley, Joshua Myers, Tina Pillarelli, James, Ross, Kojo Quartey, Ryan Rafko, Denise Robinson, Jim Ross, Linda Torbet, Joe Verkennes, Tracy Vogt, Suzanne Wetzel, Quri Wygonik, Grace Yackee, and Penny Dorcey (recording secretary)

1. Chair Dowler called the meeting at 6:02 p.m.
 2. There were no delegations present.
- B. 2. a. (1) 3. *It was moved by Mr. Hill and supported by Ms. Lambrix, that the following items on the consent agenda be approved:*
- B. 2. a. (1) Approval of the minutes of the regular and special meetings of January 27, 2020
 - B. 2. a. (2) Board Authorization for President to Execute a Continuing Faculty Contract – Zachary Moore
 - B. 2. a. (3) Board Authorization for President to Execute a Continuing Faculty Contract – Michelle Toll
 - B. 2. a. (4) Board Authorization for President to Execute a Continuing Faculty Contract – Derek Roberts
 - B. 2. a. (5) Board Authorization for President to Execute a Continuing Faculty Contract – Helen Stripling
 - B. 2. a. (6) Authorization for the President to Execute a Third Year Probationary Faculty Contract – Jenna Bazzell
 - B. 2. a. (7) Authorization for the President to Execute a Third Year Probationary Faculty Contract – Troy Elliot
 - B. 2. a. (8) Authorization for the President to Execute a Third Year Probationary Faculty Contract – Peggy Jacob
 - B. 2. a. (9) Authorization for the President to Execute a Second-Year Probationary Faculty Contract – Thomas Adamich
 - B. 2. a. (10) Authorization for the President to Execute a Second-Year Probationary Faculty Contract – Matthew Bird-Meyer
 - B. 2. a. (11) Authorization for the President to Execute a Second-Year Probationary Faculty Contract – Mark Jager
 - B. 2. a. (12) Authorization for the President to Execute a Second-Year Probationary Faculty Contract – Daniel Wood

The motion carried.

and advocate for the last 15 years, and

WHEREAS, Dr. Daniels volunteered for and skillfully led the most recent College Strategic Planning Task Force, and was a key participant in the Mission/Vision/Values Task Force, and

WHEREAS, Dr. Daniels has worked for four of MCCC's five Presidents on a countless number of projects designed to benefit students, the institution, and the community as a whole, and

WHEREAS, Dr. Daniels has provided exemplary leadership for the entire Student and Information Services areas including the Admissions Office, Registrar's Office, Financial Aid, Library, Learning Assistance Lab, Information Systems, Student Activities, Security, The Fitness Center, and the Whitman Center, and

WHEREAS, Dr. Daniels served the greater community as a board member for the Monroe County Chamber of Commerce, the Monroe Exchange Club, Big Brothers Big Sisters, and the March of Dimes, and

WHEREAS, Dr. Daniels served on the Executive Fundraising Leadership Team for the Monroe March for Babies and served as the campaign chair for the Monroe Walk in 2017, and

WHEREAS, Dr. Daniels developed and delivered a variety of professional development training for staff related to servant leadership, work-life balance, attitude, and customer service, and

WHEREAS, Dr. Daniels was recognized by his peers and/or students by receiving two Enriching Lives Service Awards and several nominations for the Outstanding Faculty of the Year Award, and

WHEREAS, Dr. Daniels collaborated with a number of staff, faculty, and fellow administrators on a variety of projects including computer and technology upgrades, the Early Alert System, a variety of online services, enrollment management, recruitment and marketing, the Student Code of Conduct, and other services designed to foster student success, and

WHEREAS, Dr. Daniels led security efforts including the arming of a private security team, facilitated training efforts such as ALICE and Shots Fired, implemented the College's first emergency notification system, and partnered with local law enforcement officials to develop and implement a campus violent threat management plan, and

WHEREAS, Dr. Daniels served for several years as part of the College's negotiations team, both as chief negotiator and table team member, and

WHEREAS, Dr. Daniels has actively participated on and/or chaired a variety of institutional committees such as the Marketing and Recruitment Committee, Learning Resources Committee, Colleague Implementation Team, Institutional Governance Committee, Health and Safety Committee, Enrollment Issues Committee, Retention Committee, Governance Evaluation Committee, County-wide Diversity Committee, Foundation Committees, Administrator Council, Facilities Renovation, and several hiring committees, and

Michigan Community College Student Services Association from 2018-2019, the Michigan Community College Student Success Advisory Board, the Michigan College Access Advisory Board, and the Michigan Community College Admissions Directors Association (President 2002-04), and

WHEREAS, Dr. Daniels was appointed by the President to serve as a Group Four Director for the Foundation at Monroe County Community College for 2013-14, and

WHEREAS, Dr. Daniels served as Director of Admissions at MCCC from 1995-2005 where he collaborated with faculty and staff to strengthen partnerships with the local K-12 schools, expand counseling and registration services, revise new student orientation, oversee Dual Enrollment, design and implement transfer fairs, open houses, One Stop Registration, and other student service events, and

WHEREAS, Dr. Daniels has positively impacted the lives of thousands of students in Monroe County and the entire region for 35 years while serving as an educational administrator, coach, teacher, counselor, professor, and volunteer, and

THEREFORE, BE IT RESOLVED, that the Board of Trustees recognizes Dr. Randell Daniels for his dedicated service and contributions to Monroe County Community College, the students and the greater community, and

BE IT DECIDED, that by the President's recommendation, Dr. Randell Daniels shall hereby be granted faculty emeritus status, and

BE IT RECORDED, that the Board of Trustees expresses its very best wishes for his continued success, good health, and happiness on this Monday, February 24, 2020.

Dr. Daniels stated, "Nothing is accomplished in a vacuum. This is really a celebration of all of you, the people across this campus, who have worked really hard to do these things that I am getting credit for. I'd just like to say thank you to all of you; it's been a heck of a ride. I'm grateful, this is a wonderful place to work. The work we do here is important and it's essential to this community. I'm just proud to be a part of it. I worked for four of the five presidents [at MCCC] and I'm grateful for the opportunity. I've even worked with Dr. Campbell on projects for The Foundation, so I've actually worked with all five. It's been an incredible experience and will never forget all of you. Thanks.

President Quartey added that it has been an honor, a privilege, and a pleasure to work with "Randy" these six years. He stated "He [Randy] was a good Christian friend. We prayed together and have done a lot of things together to make this institution a better place for students. So Randy, thank you, you will be missed"

Dr. Daniels introduced his family members that were present at the meeting: daughter, Ashley; wife, Deanna (none of this would have happened without her support); son-in-law Brandon; and granddaughter, Teagan.

Chair Dowler thanked Dr. Daniels' family for "sharing him" with the College community. Ms. Dowler stated "Anytime there is someone in a role like Dr. Daniels, it's not a forty hour a week job. It doesn't end at 5:00. Saturdays and Sundays are consumed either physically or mentally. So thank your sacrifice to our college and our students, and thank you for your unending support. You are lucky and blessed to have that man full-time."

in the local soup kitchen each year, and they decorate the campus to help get students in the mood for the holidays.

Ms. Masserant stated, “The lifeblood of our group is our members. If you were to observe a student government meeting, you would notice that every single member is a leader and that this group is a congregation of some of the kindest and most dedicated people you can find.” Mr. Manor thanked the Board for given him and Miss Masserant the opportunity to present to them.

Chair Lynette Dowler, thanked Mr. Manor and Miss Masserant for their leadership and for making a difference and for bringing students together on campus.

- B. 4. a. (3) 8. *It was moved by Ms. Lambrix and supported by Mr. Hill that the Board approve the 2020-23 Strategic Plan as presented.*

Dr. Randy Daniels, Vice President of Student and Information Services, gave a brief over view the 2020-23 Strategic Plan. He noted that MCCC’s student Government members have been very active in pulling his information together as well. Since Dr. Daniels’ last report to the Board in January, the task force has met students meeting right before meeting with the Board. The task force followed with two more meetings in which they incorporated the input from the Board comments and students’ comments as well as two campus forms that were held and an online forum. Only a few slight edits were made throughout the Strategic Plan document to help strength it and to broaden some parts. Details of the revision scan be found on the Strategic plan hand out that is a permanent part of the Board file.

Goal 1: Student Access and Success – Changed language to read “Implement targeted and systemic student support initiatives to empower student goal achievement.”

Goal 2: Relevant and Innovative Education, Objective 2.6 - Coordinated Partnerships - Added bullet that reads “Strengthen collaborative relationships with regional educational partners.

Goal 3: Create a Student focused-environment: Create a culture of collaboration and respect that is committed to improving processes that support the MCCC Mission; Objective 3.1 – Comprehensively assess the campus from a student focused perspective - Changed language to read “Comprehensively assess the campus from a student-focused perspective.” Added language to first bullet that reads “Process map the student experience to identify key services, processes and physical environments to ensure that they are student focused.”

Goal 3: Create a Student focused-environment: Create a culture of collaboration and respect that is committed to improving processes that support the MCCC Mission; Objective 3.3 - Develop New Training and Professional Development Practices – Added third bullet that reads “Build inclusive culture with regular, mandatory and engaging training opportunities for all employees.”

Goal 3: Objective 3.4 - Adapt the Physical Environment – Added “Provide dedicated spaces throughout campus that foster inclusion, equity, and celebrate cultural diversity.”

Dr. Daniels stated that what he presented tonight is the framework for the Strategic Plan but there is much more work to be done. The next step will be for the task force

- B. 4. a. (4) 9. *It was moved by Mr. Hill and supported by Mr. Mason that the East and West Technology Buildings be renamed Founders Hall.*

President Quartey, explained that the newly renovated East and West Technology building was in need of a new name. After much conversation, he would like to propose the name Founder's Hall. Suzanne Wetzel, Vice President of Administration/Treasurer, added none of us will forget the dedicated group of people who founded the college. If you read Dr. DeVries' history of the College, he refers to the citizens' survey, which includes some wonderful visionary people who brought about the College through their hard work. They walked the streets to convince people to support the building of the College. These are the people that Founder's hall will honor, the Citizens Survey, the Board of Trustees (the first six people that were elected). When that Board was elected, there was no president, there was no building, and there was no property, curriculum, or policies and procedures. They just had a little bit of money and a great idea. They hired Dr. Ronald Campbell and brought about this institution. The naming of the building is to celebrate those individuals and to do something very tasteful in the lobby of that building that would recognize them. This past weekend, Dr. Campbell sent to me a scan of the actual list of everybody who served on the citizens' survey. This would be a way to recognize those individuals and not lose that history.

The motion carried

- B. 4. a. (5) 10. *It was moved by Ms. Lambrix and supported by Mr. Mason that The Collaborative be selected as the architectural firm to assist the College in the performance of all architectural and engineering services for the design and construction for the renovation to the Campbell Learning Resources Center.*

Suzanne Wetzel, Vice President of Administration/Treasurer, reported that the next major project in the millage project lineup is the renovation of the Campbell Learning Resources Center building renovation. Requests for Proposals (RFPs) have been sent out to find an architect for the renovations, which will include all three floors of the building. Ms. Wetzel and Jack Burns, Jr. Director of Planning and Facilities, have received 11 proposals from architectural firms, which they reviewed and rated. The administration's recommendation to the Board the Board approves The Collaborative to be the architectural firm to assist the college with this renovation project. This company was the runner up for the East and West Technology building renovations. They are also the architect of record on the La-Z-Boy Headquarters, as well as the architects of record right now for the Battlefield Visitor Center. The Collaborative had an impressive portfolio as well as over 600 projects on 90 college campuses, and of that group 16 community colleges such as Grand Rapids, Lake Michigan Community College, Muskegon Community College, and specifically library/learning center projects. They are really dedicated to sustainable design and feel like the right match for MCCC. Fees will be based on hours of work and the cost of the project. Mr. Burns added that the firm rose to the top of the list because of the number of community college projects and the number of libraries they have worked on. The firm recently finished the library at the University of Toledo. The Collaborative is very competitive with other architectural firms. Ms. Wetzel said the firm is based in Toledo, but also has an office in Ann Arbor. They are also working with MBA Engineering and Mannik and Smith. Mr. Burns noted that the head of the project is Keith Russeau, from their Ann Arbor office. Mr. Russeau, a Monroe County native, graduated from St. Mary Catholic Central. Stantec was the runner up for this project.

- C. 2. a. (1) 12. This item was discussed at the beginning of the agenda.
13. The Board agreed by unanimous consent to move item C. 3. a. (4) forward in the agenda.
- C. 3. a. (4) 14. William Hilliker, Associate Professor of Computer Information Systems, gave a brief overview of his recent sabbatical work over the Fall 2019 semester. Mr. Hiller successfully defended his dissertation on December 13, 2019. The title of his dissertation is *The Investigation of Emotional Intelligence and Computer Self-Efficacy on the Cybersecurity Career Interest of High School Students.*” Mr. Hilliker thanked the Board, Dr. Quartey, Dr. Yackee, Vice President of Instruction Yackee, and Paul Knollman, Dean of Business, for their support of his sabbatical. Mr. Hilliker explained that there is a significant gap in cybersecurity of technicians, instructors, and practitioners and he wants to help fill that gap. He is hoping to find an easy, identifiable trait for people who might go into the cybersecurity field. He was looking at filling the need, because the research shows that there is a shortage of people in the field. The literature indicates that students begin to explore career interests and start developing self-efficacy at the middle school level. The lack of properly trained industry professionals is expected to grow substantially. Research suggest estimates that there is a shortage almost 4 million people needed world-wide. Nationally there are about 506,316 job openings in cybersecurity, while in Michigan there are about 8,760 openings. There is a 32 percent predicted growth expected in the information security analyst field, projected for 2018-28. MCCC’s associate’s degree transfers directly into Eastern Michigan University’s program. The average salary for an individual with a four year degree is \$92,000.

In his work, Mr. Hilliker investigated emotional intelligence, computer self-efficacy, stem involvement, and cyber careers. After his initial course work, Mr. Hilliker had to development a survey, recruit subjects, collect data, and conduct analysis. The target population included Ida Public High School, Monroe County Middle College (MCMC) and EMU’s Early College Alliance (EMU ECA): a public school, a two-year institution with a middle college, and a four-year institution with a middle college. Mr. Hilliker collected the following responses to his survey: MCMC 145; ECA 93; and IDA 37.

Research questions included:

- What is the relationship between a High School Student’s interest in a cybersecurity career and computer self-efficacy?
- To what extent does participation in a STEM event impact the relationship between computer self-efficacy and a cybersecurity?
- What is the relationship between High School Student’s interest in a cybersecurity career and emotional intelligence?
- To what extent does participation in a STEM event impact the relationship between emotional intelligence and a cybersecurity career interest?
- To what extent does an educational setting influence cybersecurity career interest?

Mr. Hilliker reported the following conclusions from his research:

Computer Self-efficacy:

- Computer Self-Efficacy does have a relationship with Cybersecurity Career Interest
 - There is significance between all levels of interest

Location:

- Location of the school does not impact the students Cybersecurity Career Interest

Mr. Hilliker has the following study recommendations:

- Repeat the study with a larger number of students
- Investigate whether students understand what cybersecurity entails

Mr. Hilliker reported that the benefits of the study were that he increased his own knowledge, he has three new classes in mind for his program, he has new ideas for engaging students, and he now has better relations with the other high schools and with the main transfer program at EMU.

Mr. Hilliker noted that he used Dr. Alphonso Bellamy's Emotional Intelligence Quotient to measure emotional intelligence. This is a survey with 21 questions on which student rate themselves between one and five on how they perceive their emotions. EMU's middle college has about 350-400 students.

Mr. Hilliker's complete report is part of the permanent Board file and can be obtained from the President's office.

- C. 3. a. (1) 15. President Quartey reported the following probationary contracts and retirements:

Continuing Faculty Contracts: (effective 8/24/2020)
Zackary Moore, Computer Information Systems Instructor
Dr. Derek Roberts, Associate Professor of Sociology
Helen Stripling, Respiratory Therapy Instructor
Michele Toll, Assistant Professor of English

3rd Year Probationary Faculty Contracts: (effective 8/24/2020-5/6/2021)
Jenna Bazzell, Assistant Professor of English
Troy Elliot, CNC/Product and Process Technology Instructor
Peggy Jacob, Assistant Professor of Counseling

2nd Year Probationary Faculty Contracts: (effective 8/24/2020-5/6/2021)
Thomas Adamich, Technical Services/Reference Librarian
Matt Bird-Meyer, Professor of Journalism and Humanities
Mark Jager, Instructor of Materials and Welding Technology
Daniel Wood, Instructor of Criminal Justice

Retirements:

JoEllen Locher, Assistant Professor of English, effective June 1, 2020
Mark Locher, Sr., Assistant Professor of Electronics & Electronics Technology, effective August 1, 2020

- C. 3. a. (2) 16. The Board received a note of thanks from Vicki LaValle, for the memorial given at the passing of her father, Joseph "Joe" Meader (enclosure)
- C. 3. a. (3) 17. The Board received a Statement of General Fund Revenues and Expenses for the period ending January 31, 2019

Planning and Facilities, and Brian Lay, Manager of Information Systems, have been meeting with the faculty to find out their needs and wants for the building.

Today, Ms. Wetzel received an email from Sandi Jones of Muchmore Harrington Smalley and Associates, about the appropriations committee. On March 4th, they want President Quartey present to them again on our project.

Chair Dowler requested that Ms. Wetzel and Mr. Burns work with Ms. Dorcey to arrange a full campus walk through for the Trustees that includes all of the newly renovated spaces on campus. She would like to see this scheduled prior to the September of October Board meeting.

- C. 3. a. (4) 18. This item was moved forward and discussed following B. 4. a. (6) Authorization for a Special Liquor License.
- C. 3. a. (5) 19. Discussion of the President's revised goals and measurable objectives was postponed until the March 23, 2020 regular meeting of the Board of Trustees by unanimous consent.
- C. 3. a. (6) 20. Joshua Myers, Executive Director of The Foundation, gave an update on the February meeting. Dr. Myers announced to the board the addition of two new endowed scholarships. One is the Vacjner gift, which is the 62nd endowed scholarship. A 63rd endowed scholarship was also added: the Michael Grodi Memorial Scholarship for Criminal Justice students. The Board also authorized \$25,000 for the upcoming enhancement grant program. There is a committee assigned to oversee that program for The Foundation. Dr. Myers reported that as of today, The Foundation has over \$2 million in revenues. Donors continue to respond well to some of the things The Foundation is talking to them about.

Dr. Myers noted that the vast majority of the February meeting covered the *Case for Support*, a strategic plan that will dictate the priorities of his position and The Foundation over the next five years. He explained that this is the culmination of a little over two years of work with the Foundation Board and campus community. At the last meeting, Trustee Aaron Mason asked about the impact The Foundation had on the College's strategic plan. The two plans are complimentary to one another. The Foundation plan is part of the data collection that started with the mission, vision, values redesign, which the Board adopted a couple of months ago. The new mission reads, "The Foundation at Monroe County Community College is the charitable organization dedicated to enhancing the educational and cultural experience of our students and community." This statement lets people know that everything The Foundation does falls under this umbrella. This is a more important element to *Case for Support* (strategic or campaign plan) because much of what The Foundation hopes to accomplish grows out of its vision statement. Some of the things The Foundation strives to do for MCCC students are to eliminate financial barriers for students; ensure that the College can respond to the emergent workforce needs of our community; bring world-class cultural programming at an affordable price; and act as an agent of change within MCCC as it transforms to meet the most pressing needs of our students and community. The first three are impacts the Foundation wants to have on MCCC students, and the last one talks about how The Foundation conducts itself on campus. They do not just want to bring in money; they want to inspire change on campus as well.

These are the four campaign pillars that were developed under the MCCC 2025 campaign and the idea of hope, inspiration and empowerment go throughout the four

Dr. Myers is working with Ms. Wetzel on diversity and inclusion initiatives such as professional development to allow faculty to expand their skills in the classroom.

Expanding cultural opportunity is similar to what The Foundation currently does. Over the last couple of years, with the booming stock market the cultural enrichment endowment has been generating a good amount of annual revenue. This year, The Foundation will be completing second phase of the sound system renovation in the Meyer Theater. Once the updates on equipment are finished, they want to look to support new programming in areas of underserved population, perhaps targeting certain populations and creating specific programs for them. Another program provided through the cultural enrichment endowment and campus and community events, is the visiting artist program. The Foundation would like to expand and do more with it.

The third pillar is transforming learning spaces, such as the millage projects: East and West Technology Building, the Gerald Welch Health Education Building, the Campbell Learning Resources Building, the Audrey Warrick Student Services Administration Building, and outdoor spaces. This will always be a corner stone of what The Foundation does, building capital projects. The question is, what is the role of the Foundation when there projects principally funded by the millage? We are asking our philanthropic community to come in and enhance those spaces: take spaces that are great and make them exceptional.

Dr. Meyers stated that the area that most touches MCCC students is eliminating barriers. There are four different concepts the board has been discussing. The first is tuition support at point of need versus scholarships. Almost always, the natural inclination of a donor is to establish a new scholarship. Almost every scholarship agreement that MCCC has, says that student need must be considered when awarding that scholarship. The problem is the scholarship process often does not always best serve students with great need. Those students also do not always apply for scholarships, or they apply too late. Tuition support at the point of need takes unallocated dollars and has the Financial Aid Office distribute them where there is the greatest need. The Completion Scholarship is another option that attempts to lower the barrier to students by lowering the upfront cost for students. Many students are close to completion with only one or two classes remaining, but their financial aid or scholarship support may have been exhausted. The Completion Scholarship gives them the financial support they need to complete their degree. The students that The Foundation has been able to help with this scholarship are successful and grateful. The Foundation would like to expand this program.

Dr. Myers went on to say the student emergency fund is another great program that gives student up to \$500 a lifetime to help with emergency funds. This fund will help replace books or computers that are lost or stolen, or lost through a house fire or other disaster. It will also help with gas for transportation to school, or with utility bills. The Foundation is looking to grow that fund as well. While scholarships are great, the things that are barriers for students often are far beyond tuition and fees. These programs help the College to support students who are vulnerable and have the greatest need, and give them the focused support that they need.

Targeted support services focus on students who may have a mental health need. The theme of mental health keeps coming up during talks with the divisions. Mental health is a problem that faculty report has been increasing exponentially. The Foundation is looking at ways to help the college address students' needs in the

him another option to give the generous individuals who want to do the most good for our students.

Dr. Myers says there is much to be done with the *Case for Support*. The Foundation will soon be working on a branding campaign, which will be done mostly through digital outreach. This will be a capital campaign that will be done more with one-on-one and small groups. He is heartened by response he has received prior to launching the campaign and he believes it will resonate with the College's donors.

- C. 3. b. (1) 21. President Quartey summarized his reports to the Trustees, which he sends every other week.

Dr. Quartey reported that the Governor released her budget. Community colleges are supposed to receive an increase of 2.5 percent and that is tied to tuition restriction language. It first has to go before the legislators for approval. President was in Lansing on Thursday and Friday for the MCCA Presidents meeting and \$35 million has been set aside for the Michigan Reconnect, which is free community college for adults, 25 years and older to help address the workforce shortage in the state. Senator Zorn is not in support of this initiative, but the community college presidents do support it. MCCC is doing some of that through its Boot Camps with the help of grants.

In legislation, SB 104 would amend Michigan's Open Meetings Act to specify that if a public body is not complying with the Act, the Attorney General, prosecuting attorney of the county in which the public body serves, or another person could commence a civil action to compel compliance or enjoin further noncompliance with the Act.

On February 12, 2020, President Quartey received the final report from Higher Learning Commission (HLC). MCCC will not be sanctioned or placed on probation, but there are some areas where they had concerns. One area was strategic planning. MCCC's plan was in progress but not complete. Another area of concern was the assessment of student learning and the other was the HLC Student Success Academy, which has Ryan Rafko, Director of Admissions and Guidance is involved in.

Mr. Rafko gave a quick overview of the College's involvement of the student success academy. The College submitted its proposal and was selected to participate in the Student Success Academy, which is a three-year project with the overall outcome of collecting recommendations from the Student Success Academy team for improving student success at MCCC. The team has participation from across the campus. They are in the middle of collecting the student success initiatives already in existence on campus. A survey was distributed across the campus community and Mr. Rafko and his team will look at the results tomorrow. The team goes back to Chicago for the HLC 2020 Convention in March to dissect the information gathered. There are eight schools total that gather and talk about the various different things they've learned thus far over the past couple of months. The goal is to bring recommendations to the College on ways to improve student success. The College has initiated some initiatives, such as the hiring of student success coaches with the help of the generous grant from DTE.

President Quartey added that the HLC team will be back in two years for a focused visit. He said that it is likely that the College will not know the final determination until June. In the meantime, the College has already begun to address some of the

all of the variables that have to be evaluated before the administration brings the tuition and fees rates to the Board for approval. As is normal, the Board will be asked to vote on tuition at their regular meeting in March. Last year, several trustees asked to move the tuition and fees discussion to an earlier date so that they had more time to consider the information before voting on the recommendation in March.

Ms. Wetzel began by explaining enrollment projections and forecasts to the board about enrollment forecasts and the Board with all the variables that have to be evaluated to try to come up with to a recommendation. Quri Wygonik, Coordinator of Research, Evaluation and Assessment, has added additional variables to the original model created by Jamie DeLeeuw, her predecessor. The predictions had been running fairly close over the past years. This fall and winter saw some big changes happen and the team did not project that enrollment would be down as much as it is now. When looking at Ms. Wetzel reminded the Board that AJ Fischer, Director of Finances, typically deal in billable contact hours rather than headcount because they have to look at what generates revenue. The forecast model is for billable contact hours. Ms. Wetzel takes the actual dollars brought in and divides them by what the College charges to calculate the actual billable contact hours. From that, she she builds a forecast. She uses the results of the enrollment forecast model and the billable contact hours, and also consults with admissions on the many moving pieces, such as how many students are they seeing in the office; are they up or are they down and how does enrollment compare to last year. She then looks at what she and Mr. Fischer budgeted for and where they actually came in, and then the actual number and what that percentage equated to. Ms. Wygonik plans to improve the model for the future. Right now she is working on putting in a variable for year over year retention rates. The -13.1 percent billable contact hours equates to about \$700,000 dollars off unfavorable to budget so far this year. Ms. Wetzel pointed that when looking at the fall comparison, the decline is apparent.

Another piece is Monroe County High School graduation rates. In 18/19 CSSSE had for Monroe County their count of how many 12th graders there would be, how many graduated, and how many actually enrolled at MCCC. Then from Ms. Wygonik report the administrative team looks how many of those students graduated and what was the shrinkage. Because current headcounts are not yet available, the finance team uses the 11th grade count for 18/19 and then make similar assumptions. So this year enrollment should be 270 versus 279 last year, which is down about 3 percent. Since fewer students are graduating from high school today than in previous years, we see the same percentage, but there are less students, so the pie is smaller. Another variable considered is retention year over year and semester to semester. Older returning student is yet another variable. The College also wants to stay competitive so the team considers this year's tuition rates, billable contact hours, what are we charging, as compared to other community colleges in the state. Ms. Wetzel cautioned that we cannot always just pay attention to in-district because not everyone gets 85 percent of their students from in-district. Some institutions keep their in-district tuition a little low because most of their students are out-of-district. This may not be a great measure, but it is a measure and at least give s you an idea of what other colleges are charging for their rates. Also, some colleges charge by credit hours and some by billable contact hours, so for MCCC, it is important to compare the College with other institutions that charge by billable contact hours as well. Not that many community colleges have made their tuition decisions yet, but there are a number of the larger community colleges (Macomb CC and Oakland CC) are talking about a zero percent increase in tuition, while the board of Lansing Community College is looking at a 2.8 percent increase, and another school is considering a 2-3 percent increase.

fees would pay less than 50 percent of the cost of those three areas that are directly associated to student support in instruction. When looking at the current budget for this year (19/20), and only looking at revenue, and we feel confident that state appropriations are going to come in about at budget and when you look at the five-year average, we appear to be on track. We feel pretty confident that property taxes will We also feel confident the other revenues are going to come in close to, or exceed) what was budgeted. We believe that tuition and fees are going to come in at about \$7 million. We budgeted \$7.9 million dollars; yet we are going to be almost \$1 million \$ under budget based on what's happened to enrollment and billable contact hours. When looking considering the 20/21 budget we are going to figure on a 1 percent increase in state appropriations. We believe property taxes will be up 3 percent, but then down \$200,000 for the DTE tax appeal, and we add 2 percent to the "Other" category because we still have a lot of money in the bank we are getting a return on. Tuition is projected to be down. If we want to come in at 58 percent, we need to generate \$8.2 million in tuition revenue. If we want to hit 55 percent we need to generate \$7.8 million. If we want to be at 50 percent, we need to generate 7.1 million. We are not hitting any of those at this point in time, but at least it gives us some numbers to work with if we are 're going to say we are going to support an organization that takes \$25-26 million to operate, these are some of the numbers we need to see in our revenue in order to do that. As we work the budget, we need to look at different ways to do that.

Ms. Wetzel updated the Board on the DTE Tax appeal. We do not have any news on the Fermi plant in Frenchtown. We do have a settlement in principal from the city, on the Monroe power plant. What the city is saying is if the tax roll stays consistent over time (the agreement is for eight years), what city is offering as the tax reduction is \$1.6 million less in revenue for the College's General Fund. That is assuming the taxable value stays \$516 million. Only three years of MCCC's five-year millage will be affected. What the settlement in principle is saying right now is that for 2018, there would be no change. The taxing units would owe no money back for those years. The College has already set aside \$1.5 million. For 2019, the difference would be \$97,000 plus interest that the College will owe back. The good news is that the College was prudent and set aside \$500,000 from the General Fund for the past two years, and then another \$85,000 from the 5-year millage funds. The College will have enough to cover what it has to pay back. In 2019, the College budgeted \$1.5 million. The difference is \$20,000. In 2020 the value is going to drop to \$1.2 million, and in 2021, the loss is \$61,000. This is somewhere in the range of \$313,563 in the General Fund. This is number is manageable. The fear was that it would not be manageable. This allows people to plan know what to expect. On February 18, the hearing was adjourned because both parties felt they were far enough along in the settlement there was no reason to proceed any further. The Fermi tax value not as high as that of the power plant, and the Fermi timeline is about six months behind the power plant.

Ms. Wetzel reported that right now, total credit tuition is at \$6.3 million. Last year, we budgeted \$7.2 million dollars; however, we still have summer to go. If we predict enrollment will be down 3 percent and billable contact hours go up 2 percent, and then also pick up Lifelong Learning and contract education, the total budget for that is \$345,000. Right now this is at \$245,060. The budget team is also looking at fee revenues. In terms of lab fees, they are budgeting \$200,000 less in fees because the Instructional Technology Committee is recommending that we no longer charge an additional fee for online courses. Online courses have the same tuition fee as on-the-ground course, but students pay an additional \$75 course fee for online courses. It is possible the team might propose an increase to the technology fee. This does not help the General Fund at all but it helps the technology fund. Rather than charge a fee just

that budgeted and we fill them. The vast majority of the full-time faculty have full loads with the students that we have. Full-time faculty are a fixed cost. There could be specific curriculum that would not make enrollment, but that is what the Instructional area looks at. Some analogous. There may come a time when we will have to do something about full-time. President Quartey said that there may come a point in enrollment, where we will have to do something about full-time faculty, but we have not yet reached that point.

Trustee Lambrix pointed out that decreases in high school enrollment were already rejected due to if lower birth rates and fewer high school students. Ms. Wetzel pointed out that, while the statistics may be true, there are still many variable to consider. For instance, a recent news article in *Inside Higher Ed* called “Ad Council campaign from White House task force will tout alternatives to bachelor's degree” talks about all of the dollars that are going to be invested into an ad campaign for a technical degree. This campaign will receive the same kind of money that the former “Smokey the Bear” and “Just Say No” campaigns received. President Trump’s staff plan to put that kind of money into a technical degree because that is where they feel they need to invest their dollars. If Washington launches a big campaign, the ASET and Business Divisions could be overwhelmed with students who want to go back to school. That is an example of one of the variable that make navigating tuition projections difficult because enrollment and billable contact hours could go up, even if we do have less high school graduates. The other thing is that 1 percent is about \$62,000. How far much do we increase the tuition? Are we better to keep up with inflation each year, or do we hold off until one day down the line we have to make one large increase? By law, the district has to give the Board a balanced budget. The other part of that is looking at how can we can reallocate resources, both human and financial and still take on these terrific things built into the strategic plan.

Ms. Wetzel asked the Trustees to digest the tuition information over the next month. If the Trustees have any specific questions they would like addressed, she asked that they please send them in advance to her or AJ Fischer, Director of Finances. Concern was expressed that more dialog was needed before voting in March. It was also suggested that a couple of workshops between now and the March meeting would be beneficial. A question was brought up about the cost of operating the Whitman Center, as well as how many students actually utilize the center. Dr. Quartey will have the Whitman Center information for the Board at the May study meeting. Ms. Wetzel state that the tuition increase is a small piece of the pie; non-tuition makes up 70 percent of MCCC’s budget. Trustees are welcome to send specific inquiries to Dr. Quartey and Ms. Wetzel. If there are a lot of questions and uncertainty, Chair Dowler will call a special meeting.

23. Ms. Thayer and President Quartey will report on the 2020 Association of Community College Trustees (ACCT) Legislative Summit at the March 23, 2020 regular meeting of the Board of Trustees.

4. Board Member and Committee Reports

- C. 4. a. (1) 24. The Board agreed by unanimous consent to postpone the discussion of Presidential Evaluation process until the March 23, 2020 regular meeting of the Board of Trustees.
- C. 4. b. (1) 25. Chair Dowler noted the upcoming events.
- C. 4. b. (2) 26. *It was moved by Ms. Lambrix and supported by Mr. Mason that the meeting*

Secretary

/prd