

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

Via Microsoft Teams Meeting
and in the Board of Trustees Room
Z-203, La-Z-Boy Center
5:00 p.m., February 22, 2021

This meeting was conducted via Microsoft Teams

Present: Florence M. Buchanan, Lynette M. Dowler, Steve Hill, Krista K. Lambrix, Aaron N. Mason, and Mary Kay Thayer

Not Present: William T. Bruck

Also Present: Ijaz Ahmed, Jenna Bazzell, Scott Behrens, Jack Burns Jr., Benjamin Capaul, Kevin Cooper, Valerie Culler, Nicole Garner, Kelly Heinzerling, Rick Hubbert, Peggy Jacob, Barry Kinsey, Paul Knollman, Brian Lay (Board Room), Kimberly Lindquist, Nicholas Manor, Keegan Mielke, Tina Pillarelli, Kojo Quartey, Ryan Rafko, Denise Robinson, Jim Ross, Jack Ryder, Tom Ryder, Joe Verkennes, Tracy Vogt, Suzanne Wetzel (Board Room), Quri Wygonik, Grace Yackee, and Penny Dorcey (recording secretary)

1. Chair Dowler called the meeting at 6:01 p.m. and took attendance as follows:

Present: Mary Kay Thayer – Home, Lambertville, MI; Aaron N. Mason – Home, Monroe Charter Township, MI; Steven Hill, Home, Dundee, MI; Florence M. Buchanan – Home, Monroe Charter Township; MI; Krista K. Lambrix – Home, Monroe, MI; Lynette Dowler – Home, Newport, MI

Not Present: William T. Bruck

2. There were no delegations present.
3. Chair Dowler announced that the following items would be moved up in the agenda to follow the Consent Agenda.
 - C. 3. a. (4) Sabbatical Presentation
 - C. 2. a. (1) Student Government Report
4. Item C. 4. a. (1) Appointment of Board Self-evaluation Sub-committee, was tabled by unanimous consent until the March 22, 2021 regular meeting of the Board of Trustees

B. 2. a. (1) 5. *It was moved by Trustee Thayer and supported by Trustee Hill that the following items on the Consent Agenda be approved as presented:*

- B. 2. a. (1) Approval of the minutes of the regular meeting of January 25, 2021
- B. 2. a. (2) Board Authorization for President to Execute a Continuing Faculty Contract – Bazzell
- B. 2. a. (3) Board Authorization for President to Execute a Continuing Faculty Contract – Elliot
- B. 2. a. (4) Board Authorization for President to Execute a Continuing Faculty Contract - Jacob
- B. 2. a. (5) Authorization for the President to Execute a Third-Year Probationary Faculty Contract – Bird-Meyer
- B. 2. a. (6) Authorization for the President to Execute a Third-Year Probationary Faculty Contract – Jager
- B. 2. a. (7) Authorization for the President to Execute a Third-Year

- Probationary Faculty Contract - Wood
 B. 2. a. (8) Authorization for the President to Execute a Second-Year
 Probationary Faculty Contract - Wan

A roll call vote was taken as follows:

Yes [6] Mary Kay Thayer, Aaron N. Mason, Steve Hill, Florence M.
 Buchanan, Krista K. Lambrix, and Lynette M. Dowler
 No [0] None

The motion carried unanimously.

- C. 3. a. (4) 6. Denise Robinson, Associate Professor of Nursing, gave the Board and update on her recently completed sabbatical.

Dr. Robinson presented *A Predictive Study Standardized Assessments and the Outcome on the NCLEX-RN*. Her research topic is the correlation between standardized assessment skills and NCLEX-RN first-time pass rates. She explained that all graduates of nursing programs must pass the NCLEX prior to receiving licensure and joining the job force in the nursing profession. Many nursing programs incorporate standardized testing to assist nursing students with preparation for the NCLEX test. Dr. Robinson chose Assessment Technologies Institute (ATI) standardized testing for her study because that is the program used at MCCC. ATI offers nine standardized assessments related to nursing specific concepts, and a final comprehensive exam. For her study, Dr. Robinson selected the ATI adult medical surgical; leadership and management; and pharmacology assessments, as these are the content areas that make up the largest portion of the NCLEX test plan.

Dr. Robinson explained that this research is important for two reasons. First, in the literature there were only five recent studies that analyze the correlation between the three selected assessments and NCLEX outcomes. Not only was the research limited in this area, but the studies that were available in this area also revealed mixed findings. Another factor was that most studies found in the literature were conducted in baccalaureate nursing programs. The insufficient number of studies examined at the community college level is particularly concerning because the student population of two-year academic institutions consist primarily of non-traditional students. Furthermore, approximately half of the nursing graduates in the United States graduate from ADN, or associate degree in nursing, programs. It doesn't matter whether a student receives his or her degree from a community college or a baccalaureate program. All nursing graduates take the same NCLEX test. The difference is that the diverse population of students in ADN programs are being underrepresented in the research.

Dr. Robinson explained all participants in the student had been awarded and associates of applied science diploma from Monroe County Community College (MCCC) and had taken all three of the selected ATI assessments. The data set consisted of archival secondary information from student records. The data did not include any students who were actively enrolled in the program. A power analysis using G*Power determined that the minimal sample size to achieve validity of the research findings needed to be at least 104 participants. To have the largest number of students needed for this study, Dr. Robinson included data from 13 semesters, which increased the sample size to 256 participants. That is six years of data. Statistical analysis occurred through binomial logistic regression. Logistic regression generates an odds ratio, also known as an exponential beta value. This statistic quantifies the strength of association between each ATI assessment and the NCLEX outcome, which is either pass or fail.

Dr. Robinson reviewed the descriptive statistics that were conducted for the study, which show the means and the standard deviation for the scores of each

ATI assessment, as well as the percentages for the outcomes on the NCLEX. Dr. Robinson pointed out that just over 95 percent of MCCC students in the data set passed the NCLEX on the first attempt as compared to the national pass rate in 2020 of 89.6 percent. MCCC students are doing a great job.

Dr. Robinson stated that the results of the logistic regression analysis show that the overall regression model correctly predicted 94.9 percent of the NCLEX outcomes. Using an alpha level of .05, results reveal the adult medical surgical ATI assessment was significant predictor of NCLEX Outcome. The Leadership and Management and Pharmacology outcomes ATI assessments were found not to be statistically significant predictors.

In conclusion, Dr. Robinson stated that results of her study indicate that the ATI adult medical surgery assessment may help identify students who are at risk for failing NCLEX. Even though the other two ATI assessments were not found to be significant predictors of NCLEX outcomes, they may still be a valuable resource for student remediation and for curriculum evaluation. After completing each proctored ATI assessment, students can generate a focused review specific to their areas needing improvement. This allows them to develop individual study plans.

Dr. Robinson noted that these standardized assessments might also nurse educators with curricular review and revisions. They can generate an overall group report that provides a consolidated list of strengths and weaknesses in various nursing content areas. The reports also reveal individual student and group program results, as well as comparisons to the other programs nationally. This information may help identify course and program deficits and determine areas that need curricular improvement.

Dr. Robinson reiterated that MCCC nursing students do well on NCLEX. Their pass rates are above the national average; however there are many reasons MCCC nursing faculty use ATI. They want to make sure they are using the most beneficial study material and resources that can help student prepare throughout the entire nursing program not just at the end. Dr. Robinson stated some of the additional reasons MCCC nursing faculty use ATI assessment. They want to identify those students who are at risk for failing and implement strategies early to help them be successful; they want to meet accreditation requirements; they want to show ongoing assessment and evaluation and demonstrate continuous improvement; and most importantly, they want MCCC students to provide safe patient care and understand what they are doing and why they are doing it when caring for their patients. ATI has a variety of different resources they use to help reach these goals, which is why they would like to continue to use the program at MCCC.

Dr. Robinson expressed her gratitude to the Board, President Quartey, Dr. Yackee, and the rest of the administration for allowing her to take a sabbatical last semester and complete her research. She stated that words cannot express the deep appreciation she had for the time she was provided. She extended an extra thank you to Dr. Kimberly Lindquist for her unwavering support and encouragement. Dr. Robinson said that MCCC's nursing program is very fortunate to have Dr. Lindquist as its leader. She is truly grateful to be a part of MCCC with its supportive coworkers, smart students, and strong community.

Trustee Thayer thanked Dr. Robinson, saying that she was impressed with the presentation and the value this research will bring to College nursing program. Trustee Lambrix, noted that she can always tell when her nurses are graduates of the College. They are the best of best, well rounded, and they continuously amaze her. This is a direct reflection on Dr. Robinson, Dawn Lyman who directs another clinical group, and Dr. Lindquist, who runs the entire program.

Chair Dowler commended Dr. Robinson for the amazing job she did synthesizing her information down to ten slides. When speaking about the binomial logistic regression, it took Ms. Dowler back to her statistics class. The discussion about the pass/fail rate further confirms the amazing students and faculty at MCCC. Ms. Dowler noted that Dr. Robinson's research was beautifully presented and beautifully prepared and congratulated her on all that she did.

- C. 2. a. (1) 7. Student Government officers, Nicholas Manor, president; Keegan Mielke, vice president, and Jack Ryder, liaison, presented a Student Government activity update to the Board.

Mr. Manor announced to the Board that he and his colleagues would be telling them about Student Government and how they have been dealing with the pandemic. Mr. Ryder thanked the Board for allowing them to present their report this evening. He reviewed the mission of Student Government, noting its importance to the college and to the community as well. They strive to provide a safe and enjoyable experience to students and benefit the community. Student Government's main focus this year was to keep students safely engaged while battling a worldwide pandemic.

Mr. Manor noted that social events are one of Student Government's strongest points; however, current condition created a big challenge for members. The group persevered and thanks to the ingenuity of its members, it were able to provide COVID-safe events such as a virtual scavenger hunt, pumpkin carving contest and costume contest. Mr. Manor is proud of the group's accomplishments and these have been enjoyable successes.

Ms. Mielke observed that Student Government also strives to provide services to the community. In October, the group hosted a fundraiser for breast cancer awareness. Through the sales of a member designed t-shirt they were able to raise funds that went directly to the Susan G. Komen Foundation. For Christmas, Student Government adopted a family and provided them with gifts. Ms. Mielke noted that a beautiful aspect of the adopt a family program was not only to see Student Government members come together to help, but to also see the community rally to help and support a family that was impacted during these challenging times. Ms. Mielke remarked that Student Government has also been consistently hosting blood drives.

As for upcoming events, Ms. Mielke announced that in April, Student Government plans to provide another mobile food pantry. Last year they were able to host one right before the pandemic and were able to see how beneficial this event was to the community. The group also has a socially distanced, drive-in movie theater planned for students.

Mr. Manor stated that COVID-19 has been hard on everyone. The way the College and Student Government has adapted, coming up with new ways maintain some normality during the pandemic is admirable. He hopes that that the Board and the College are happy with what they have accomplished.

Ms. Buchanan commended Student Government and their creativity, adding that the drive-in theater is a great idea. She congratulated them on a successful presentation.

Chair Dowler thanked the student show important Student Government is at the College. She stated that they "flex their leadership muscles well and are leaders among their peers" at MCCC. This year is exceptionally special. It takes a lot of motivation to come up with ways to engage students and get feedback from them in the current climate. She congratulated them and thanked them for their hard work.

President Quartey asked how Student Government membership has fared during the pandemic. Mr. Manor stated that membership is slightly lower this year. The new members are very impressive and committed. Mr. Manor said that the group is in a great place right now especially considering the current conditions.

4. New Business

- B. 4. a. (1) 8. *It was moved by Ms. Lambrix and supported by Ms. Thayer that Benjamin David Capaul be selected as the 2020-21 Alumnus of the Year.*

Trustee Lambrix announced that there were several nomination for Alumnus of the Year. The committee, which included Trustees Thayer, Hill and herself, met briefly to review nominations. The candidate they selected really stood out. Benjamin Capaul, a fourth generation funeral director and Ida native, earned an Associate of Science Degree at MCCC before enrolling at Wayne State University where he earned a bachelor's degree in Mortuary Science. Mr. Capaul is a director at Capaul Funeral Home in Ida, and in 2020 he was appointed as the director of the Michigan Funeral Director's Association. He has served on numerous association boards over the years, and is a founding member of the association's RELAY (Recently Licensed and Young) Funeral Professional's group. Mr. Capaul is also a board member of Gabby's Ladder, a member of the Ida Civic Club, and a first responder who is an essential worker. His grandfather, Norman Capaul, is an original member of the Monroe County Community Board.

The committee feels that Mr. Capaul's character and integrity exemplify the best of Monroe County Community College. Ms. Lambrix stated, "Without further ado, it is my pleasure to recommend the motion, that Benjamin David Capaul be selected as the 2020-21 Alumnus of the Year for Monroe County Community College."

A roll call vote was taken as follows:

Yes [6] Mary Kay Thayer, Aaron N. Mason, Steve Hill, Florence M. Buchanan, Krista K. Lambrix, and Lynette M. Dowler
 No [0] None

The motion carried unanimously.

Chair Dowler thanked Mr. Capaul and thanked him for joining the meeting this evening.

Mr. Capaul stated that he is honored and that it has been 10 years since he sat in a desk at MCCC. At that time he never thought he would one day be alumnus of the year and cannot be more proud. He dedicated this to his great grandfather, Norm Capaul, who was one of the original forefathers of the College. Mr. Capaul appreciates the honor and is happy to be even thought of. He is in awe of whoever nominated him. He thanked the Board for selecting him.

Chair Dowler stated that, "Your service in our community over the decades means more than we can ever say. In our most difficult time, your job is a hard job and it's a comforting job. You make a difference in our most difficult moments. Thank you for what you do. We're proud to say you are an alumnus of Monroe County Community College. Kudos to you."

- B. 4. a. (2) 9. *It was moved by Mr. Hill and supported by Ms. Thayer that the Board approve the revised 2020-2021 Budget as presented.*

Suzanne Wetzel, Vice President of Administration/Treasurer, noted that the big change in the budget is because of state funding. At the time when we

passed the last budget we were projecting a lower amount for state funding and we were pleased that state funding was increased from \$4.16 million to slightly over \$5 million. This has allowed the administration to reduce the number of transfers that were initially planned. Additionally, the 2020 revenues over expenses came in just over \$400,000. This is allowing the budget team to do a \$2 million transfer from the General Fund reserves into the Unexpended Plan Fund, which is where the College sets aside the money to make the HVAC payments. The College's goal has always been to be a full year ahead in that account. With the current balance of \$368,000, once the March payment is made, the remaining balance will be \$1.65 million, which is a full year's payment in reserve.

A roll call vote was taken as follows:

Yes [6] Mary Kay Thayer, Aaron N. Mason, Steve Hill, Florence M. Buchanan, Krista K. Lambrix, and Lynette M. Dowler

No [0] None

The motion carried.

- B. 4. a. (3) 10. *It was moved by Ms. Thayer and supported by Mr. Hill that Policy 2.22, Scheduled Paid Holidays and Scheduled Paid Vacation Days; Policy 8.16, Scheduled Paid Holidays and Scheduled Paid Vacation Days; and Policy 12.11, Scheduled Paid Holidays and Scheduled Paid Vacation Days, be approved as presented.*

Susan Wetzel, Vice President of Administration/Treasurer, explained that the administration regularly brings to the Board a three-year schedule of paid holidays and vacation days. This update is for 2021-22, 2022-23, and 2023-24 fiscal years. The three schedules are for the administrators, support staff, and professional staff. The days are consistent with previous years. Two of the years have 13 scheduled paid holidays or vacations days, and then in 2023-24 because of where the Fourth of July falls, there are 14 days.

A roll call vote was taken as follows:

Yes [6] Mary Kay Thayer, Aaron N. Mason, Steve Hill, Florence M. Buchanan, Krista K. Lambrix, and Lynette M. Dowler

No [0] None

The motion carried.

- C. 2. a. (1) 11. Student Government Report - This item was discussed earlier in the agenda.

- C. 3. a. (1) 12. President Quartey reported the following staff appointment, continuing faculty contracts, probationary faculty contracts, and Retirement

Staff Appointment:

Anthony Napier, Auto Lab Technician, effective January 25, 2021
(replacing Jack Larmor)

Continuing Faculty Contracts: (effective 8/23/2021)

Jenna Bazzell, Assistant Professor of English
Troy Elliot, CNC/Product and Process Technology Instructor
Peggy Jacob, Assistant Professor of Counseling

3rd Year Probationary Faculty Contracts: (effective 8/23/2021-5/5/2022)

Matt Bird-Meyer, Professor of Journalism and Humanities
Mark Jager, Instructor of Materials and Welding Technology
Daniel Wood, Assistant Professor of Criminal Justice

2nd Year Probationary Faculty Contract: (effective 8/23/2021-5/5/2022)

Nien-Chu “Alex” Wan, Assistant Professor of Electrical Engineering
Technology

Retirement:

Paul Knollman, Dean of Business, effective May 7, 2021

Dr. Grace Yackee announced that Mr. Knollman’s resolution would appear in the April Board agenda and a retirement reception take place in April as well.

- C. 3. a. (2) 13. The Board received a letter from Matthew Hehl, Cooley Hehl Sabo & Calkins PLLC, regarding an error and correction made in Note 1 – Unrestricted Net Position (page 25) in the Annual Financial Report for June 30, 2020 and 2019.
- C. 3. a. (2) 14. The Board received a Statement of General Fund Revenues and Expenses for the period ending January 31, 2021.

Suzanne Wetzel, Vice President of Administration/ Treasurer, announced that revenues and expenses are down year-over-year. The HVAC payment will be made in March (\$718,000). There is no news on the DTE Tax Appeal at this time, however, and update is forthcoming. In reference to the 21/22 budget, the departments and divisions are compiling their budget requests. Those are due to the Administration office by March 8th. The vice presidents will begin their work at that time and then the requests move to Cabinet. There are still many construction projects in process on campus. Work on Founder’s Hall and the Life Science Building continue. The Campbell Building renovation project is moving along with the architects, and the hope is to have that out to bid in late March, with construction to begin this summer. This is about a \$10 million renovation to that building. The Administration office will be making the transfers from the General Fund, which were approved earlier by the Board.

Chair Dowler commended Ms. Wetzel, Jack Burns, Jr. and his team, and the contractors for managing all the issues that are bound to come up with the kind of construction and renovation projects happening on campus. She noted that no issues have ever risen to the Board level. The Board is grateful for all of the work they are doing.

- C. 3. a. (3) 15. Sabbatical Presentation. This item was discussed earlier in the agenda.
- C. 3. b. (1) 16. President Quartey summarized his reports to the Trustees, which he sends every other week.

The summer and fall semesters are expected to run similarly to last year unless the virus goes away. While situation is improving, the virus will be with us for some time. The CREED conversations and Black History Month events are ongoing. Tomorrow, Dr. Arun Gupta will present on the “Opioid Crisis and its Implications.” Last week, Trustee Buchanan led a CREED conversation. Dr. Quartey remarked, “What we are doing here is transforming an entire community... We are making progress.” Trustee Buchanan has a daily series of articles in the Monroe news for Black History Month.

Dr. Quartey attended the MCCA Presidents meeting last Friday in which they had extensive conversations regarding Michigan Reconnect. There are some changes that need to be made if we want to take full advantage of the free college tuition for our students. MCCC needs make changes to the way it does placement and how it handles developmental education. Soon, legislation is going to force the issue. MI Reconnect is different than Frontliners, which is simple, students apply and they are in. With MI Reconnect, we realize that student s 25 and older may need additional wrap around services. The State is going to be mandating that we have those services and create pathways to ensure student success. Community colleges need to ensure access and

success. Additional topics discussed at the MCCA President's meeting were the State budget and several new programs regarding free college.

The strategic plan continues to evolve. Dr. Scott Behrens, Vice President of Enrollment Management and Student Success and his team continue to work on the Strategic Enrollment Management Plan. The college is working with consultants on the Diversity, Equity, and Inclusion (DEI). Human Resources and the President's Office are working closely with them. Vaccinations are ongoing and on campus. Trustee Thayer and Dr. Quartey attended the Association of Community College Trustees (ACCT) Community College Virtual National Legislative Summit, which was held February 8-10, 2021.

In regard to legislation, as Vice President Wetzel mentioned earlier, the state has increased its budget by 2 percent. The budget for the 2021/22 fiscal year is expected to be flat; however, there is a cap on tuition rates. Tuition rates cannot increase more than 4.2 percent. Some additional funds have come into the state in terms of revenues exceeding projections at the state level. The Presidents continue to advocate at the Federal level through ACCT. There is a third stimulus package expected, and the hope is that it is based on headcount/FTE.

- C. 3. b. (2) 19. Suzanne Wetzel, Vice President of Administration, thanked Chair Dowler for her kind words about all of the ongoing projects. She also thanked Brian Lay, Manger of Information Systems, Kelly Heinzerling, Director of Auxiliary Services and Purchasing, and AJ Fisher, Director of Financial Services, for tracking all of the finance work. They have all been doing yeoman's work. She and Jack Burns, Jr., Director of Planning and Facilities could not track all the projects without them.

Ms. Wetzel mentioned that the Board would receive a formal Tuition and Fees recommendation at the March 22nd meeting next month. She explained that a few years ago, the Trustee Buchanan requested to have a preliminary conversation in February so that the Board had time to digest the information before being called upon to vote. Ms. Wetzel also said she would she will send her presentation to the Board following this meeting.

Ms. Wetzel began the discussion with a review of the statewide, FY21 (2020-2021 academic year) community college tuition rates and what is happening statewide. The state average is \$121.67 for in-district tuition, out-of-district is \$201.06, and out-of-state of-state \$265.64. The average change (increase) year-over-year in terms of tuition is 2.1 percent statewide. Ms. Wetzel also included a column this year showing the percentage of students who are in-district. This column is important because at some colleges with low in-district enrollment and low in-district tuition rates, the vast majority of their students fall into out-of-district and out-of-state tuition categories. For instance, at Henry Ford College only 37 percent of their students are in-district. At Schoolcraft College, only 43 percent of their students are in-district. The out-of-district rate for both of these colleges is \$177. Many other colleges in the area have even higher out-of-district rates.

Ms. Wetzel pointed out that when looking at a history of MCCC's tuition rates to see what it has done over time with in-district tuition, the increase in 2016 was 4.09 percent; 2017, no increase; 2018 = 2.34 percent, 2019 = 2.51 percent, and 2020 = 1.78 percent. MCCC has been implementing about a 2 percent increase each year, which is very much in keeping with Michigan's inflation rates over the same period of time (2018 = 2.4 percent; 2019 = 1.5 percent; 202 = 1.9; 2021 = 1.9 percent, as projected by the Michigan Department of Treasury).

Ms. Wetzel mentioned that there are 21 Michigan community colleges that charge by the contact hour. Among these colleges, the average tuition for in-district tuition is \$125.16. Seven colleges charge by the credit hour and the

average tuition for in-district tuition is \$111.19. Ms. Wetzel also presented the averages for all colleges combined showing the percentage of in-district students and the rates for in-district (\$121.67), out of district (\$201.66), and out-of-state (265.64) tuition (page three).

Ms. Wetzel showed the Board a chart of General Fund sources of revenue” as tuition does not stand-alone; it is part of a more complex revenue analysis. She discussed sources of revenue and what is happening over time. Also discussed was General Fund revenue trends. Property taxes are increasing, Tuition and fees are declining, State Appropriations have moved slightly but have flattened out, and Other revenues have stayed flat. Ms. Wetzel also pointed out the importance of having an awareness of where revenues come from and what percentage of revenue comes from those sources. For instance, 20 percent of MCCC revenues come from State funding, 28.52 percent comes from Tuition and Fees, 50.21 percent comes from Property Taxes, and 1.11 percent come from Other revenue. Those percentages have been pretty consistent over time.

Ms. Wetzel reported that the state requires that she also calculate, through the use of a complicated formula, the cost of delivering one credit hour of instruction. In 2020, the cost to deliver one credit hour of instruction was \$698.95. That has been showing a steady increase as enrollment, the number of credit hours, and the number of contact hours decline. In 2017-18, the cost \$468; in 2018-19 the cost was \$510; and in 2019-20, the cost was \$698 to deliver one credit hour of instruction.

Ms. Wetzel moved on to “Budgeted Revenues to Budgeted Expense.” She explained that the Business office budgets the College’s expenses to its projected revenues. Ms. Wetzel showed the Board the preliminary budget for 2021-2022, tuition and Fees = \$6,469,250; Property Taxes = \$13,800,000; State Appropriations = \$5,164,300, and Other = \$200,000. In terms of state Appropriations, we currently have the Governor’s budget recommendation, which has an operational base of \$4,746,900. She has included in her budget a One-time Operational Support amount of \$102,400. That is the piece that is tied to tuition restraint, which is not just tuition, but tuition and fees. Now, tuition and fees (fees charged to all students) cannot increase more than 4.2 percent. Projected State Appropriations are \$5.1 million, so MCCC must budget basically flat.

Ms. Wetzel went on to discuss billable contact hour trends. This requires using historical data and multiple measures over time. She also works with Quri Wygonik, Director of Institutional Research, Planning and Accreditation, who uses a model to make a forecast that has an upper and a lower limit. Ms. Wygonik is continuously fine-tuning the model. The prediction for Fall 2021 and Winter 2022 is about 42,600 billable contact hours. Ms. Wetzel and her team also look at what other Michigan community colleges doing and what are they projecting. Some early are that Muskegon will be up about five percent, Lansing will be down 11-12 percent, and Macomb will be up 10 percent. The predictions are all over the board in terms of credit and billable contact hours. What most people are reporting in terms of tuition are increases of between two and three percent. In her predictions, Ms. Wetzel also uses another model built by Dan Schwab.

Ms. Wetzel showed the Board a three-year analysis of tuition revenues, with actual number the exception of Summer 2021, for which she made an assumption. In 2021, when looking at all tuition, there is \$2.7 million, Ms. Wetzel and her team had actually budgeted \$3 million. There is a shortfall there of about \$271,000. For the winter semester, revenues are actually positive about \$8,800. Ms. Wetzel and her team budgeted \$2.78 million and came in at \$2.789 million. The trend is moving in a positive direction. Total unfavorable to budget for credit tuition so far this year is \$262,000.

Ms. Wetzel went over variables that must be considered as the College makes this decision on tuition. The Business office has to be realistic and leaning toward pessimistic, while matching expenses to expected revenues. Variables to consider include the impact of COVID-19; the county age distribution; New State Programs (Futures for Frontliners, MI Reconnect); enrollment projections, Michigan's rate of inflation, The Governor's recommended tuition fee restraint; and the DTE Tax Appeal. Trustee Lambrix suggested that if Monroe has aging population in the county the College might need to look at surrounding areas and offer incentive to attract students from other counties. Trustee Hill asked how MCCC's hourly rate compares to other colleges? Ms. Wetzel will research the data and get back with Mr. Hill. Ms. Wetzel went on to say, that with a shrinking pool of graduates and intense competition for those high school graduates, one thing Colleges do is look for new market outside of their defined market. The College must be careful when looking for new markets outside of the defined market. She cautioned using tuition discounting because if we tuition discount you may actually see a decline in that revenue per student. Tuition discounting must be done cautiously. MCCC currently does tuition discounting with some of its apprentice programs and with our out-of-county Dual enrolled students. This is because of the cost to deliver instruction and also because of the fact that 70 percent of our revenue is flat to small increase (State and County funding). Last week Detroit Free Press ran an article regarding how Albion College in trouble due to huge tuition discounting. Ms. Thayer asked if the budget team was looking at raising fees. Ms. Wetzel explained that there are only two fees that the College charges all students and they are not looking at increasing them at this time.

DTE reduction, if it were funded at the full request, would create an operational millage decrease for the College of about \$530,000 a year. We have to go back 4 years because they filed in 2018, so we have a \$2 million exposure, plus interest if that was awarded as requested. The College has about \$925,000 set aside right now toward any payback that we would have to use.

Ms. Wetzel presented various tuition rate scenarios, reminding the Board that they will not be making any decisions this evening, just talking about all of the things that should be considered. She showed a chart with the current tuition rates as well as with various increases ranging from one percent to 10 percent. If the Board should decide to come in around two percent, that would increase in-district tuition to \$116.79. With technology fee included, that number comes up to \$141.79.

Trustee Lambrix commented that she would like to have some conversation with the Board before making a decision next month as she struggles with raising tuition as we are navigating through a pandemic. Ms. Wetzel reminded the Board that another variable to keep in mind is that the County taxpayers underwrite 50 percent of every student that comes to MCCC and that money is not increasing. That is where the institution needs to be very careful using tuition discounting because you will not make it up and will actually reduce your revenue.

Trustee Thayer agrees with Ms. Lambrix and is reluctant to raise tuition in the midst of a pandemic and feels we need to show that the College recognizes that students are struggling too.

Trustee Buchanan thanked Ms. Wetzel for the information, as it was very informative. She is also not comfortable increasing tuition at this time. She asked what the College's plan was going forward to attract students to MCCC. She asked if we could put a cost to that plan. She asked what the cost of recruitment, marketing, and promotion for the plan was? Ms. Buchanan also asked if the Michigan State chart on "Variables to Consider" had an update. Ms. Wetzel could not find an update, but will look into it. She explained that

the data has not changed, as it was taken from the 2000 census. They will probably update it once the new census data becomes available.

Ms. Wetzel commented that one thing to think about with holding the line on tuition rates is that, once you do not increase a year, you have lost a year. This happened number of years ago when there were some years when the College didn't increase tuition much and then had to do a catch up year and jumped tuition quite a bit in year. Other things to consider are the College's expenses and inflation. If all of that goes up and we hold tuition, we also need to remember that we have no increase in state funding.

Trustee Mason remarked that he appreciated the level of detail in Ms. Wetzel's presentation. He added that he would like to know the variable cost of a new student. He heard \$698 to deliver one credit hour, but is taking the current low enrollment along with the College's overhead and cramming it all into one credit hour. While that is informative, it does not really tell him if he's attracting a student based on tuition without having to increase other costs except for instruction. He would like to know cost to deliver instruction for one incremental class without assuming the overhead of the College. Mr. Mason also mentioned Ms. Wetzel's comment earlier about not being able to get tuition back once you hold it for a year. He went on to say if we hold back an increase now, we may have a harder time getting the funds when we need it. He commented that he would need enough information to at least increase tuition for inflation, but he would like to know what the real delivery cost is for one incremental class. Mr. Mason noted there are many unknowns with the flux of students who may be coming to the College for these new programs. The charts he saw earlier show a percentage of the current population. He would like to know the projected trends of Monroe County's population growth (are we flat, etc.?) and compare that to two decades ago when we had better enrollment.

Ms. Wetzel answered that many of Mr. Mason's questions were more for Dr. Behrens and Dr. Quartey; however, she does have a model that takes instructional costs versus revenue, so she can calculate that for him by program and division. Mr. Mason would also like to have the following included: the percentage of our population that comes from out-of-district and whether they coming for a high-cost program or a low-cost program.

Trustee Hill addressed tuition levels. He would like to know if the College has plans to return to in-person learning in the fall? Dr. Yackee replied that because the schedule will be coming out in a couple of weeks, the administrative team has made the decision to keep the modality very similar to past semesters. Specifically because, regardless of what happens, it is expected that social distancing will remain in tact and that is the least efficient for the College. We typically see 30 students in the average classroom; however we now see approximately 16 students. In terms of efficiency, it is most efficient to continue online learning unless the restrictions of social distancing are lifted. The plan is to continue as we have delivered instruction over the last couple of semesters for the fall semester. Mr. Hill commented that it is difficult to ask for a tuition increase and not return to the classroom especially if the vaccine distribution rolls out as the President is planning. Dr. Quartey commented that in health and technical areas the expectation is that there will be more face-to-face classes; however, the other areas will move ahead just as Grace said. President Quartey posed the question, "Should the Board consider a committee to review tuition?" Chair Dowler explained that tonight conversation is to gather all the information and to ask questions so that the Board is prepared to make a decision next month. Ms. Dowler expressed concern that if she appointed a committee of three to a tuition review committee, the other four Trustees would continue to have questions, so she is not of a mind to appoint a committee, but she is definitely open to feedback from the Board if there is an interested in that.

Trustee Buchanan, commented that regarding the data, SEMCOG has a 2045 regional development summary by county, by age, by demographics, etc., which includes Monroe County. That might provide more current information. Secondly, Ms. Buchanan does not feel the Board has enough information to form a committee, as the data just is not there there. It can be a qualitative or a quantitative decision and the perception back to the community is critical. Ms. Thayer asked if the College has ever considered giving a guarantee that a student's tuition will not increase for at least four years once they start their program. Ms. Wetzel mentioned that the College has never offered a tuition guarantee, but she is not saying it could not offer a guarantee; it would just be difficult to track.

Chair Dowler commented that the obligation of the Board is to vote on Tuition and Fees but they also approve raises and contracts both on the expense side and the revenue side. The piece that the Board does not navigate is student retention, recruitment, and things of that nature. Ms. Dowler mentioned that when thinking about the whole of this question, what the Board will be asked to do in a month is to act on Tuition and Fees, specifically a potential tuition increase to tuition, not to fees. She would like to know is, if in fact we do not have an increase, changing no assumptions, what would be the gap to the assumptions that we have today; and what might we do to close that gap from an expense perspective? The other question is for Dr. Behrens. Ms. Dowler would love to see some data on students that are going to other community colleges, where are they going and why? Are they going to other community colleges and paying more? What percent of our student are going to MCCC and what percent are going to other community colleges and why are we losing them? Dr. Quartey mentioned that he and Dr. Behrens have looked the data and have conversations on this topic. The data shows that the majority of students who transfer out, do not go to four-year institutions, they go to two-year institutions. Dr. Behrens has been working on the Strategic Enrollment management Plan, which is almost finished.

Ms. Wetzel spoke to Chair Dowler's question about a zero increase in tuition, which she can calculate for the Board. The revenue scenario in Ms. Wetzel's presentation assumes a two percent increase in tuition and flat enrollment. Right now, if the College decides to hold tuition flat, then revenues will decrease, and therefore so expenses will have to decrease as well, or we need to find another source. The other piece is we need to look at is that non-credit and contract education tuition is way down also. That is expected to rebound as we come out of COVID. Ms. Wetzel commented that non-credit and contract education budget is less than .5 million per year. So while it is an impact, it does not have the impact of tuition credit revenues.

Trustee Buchanan mentioned that she would like to see a recruitment plan before making a decision on Tuition and Fees. Dr. Behrens responded that he and his team are working and the plan and will have it ready for the Board meeting. Get information on recruitment in a document before next month's meeting.

Ms. Wetzel commented that another piece of the answer as to why some in-county students choose to go elsewhere is that, when they have debt at MCCC they cannot enroll unless pay the College what they owe. Dr. Quartey also mentioned Pell jumpers who go to a college, register for classes, get their Pell money, and then leave before finishing their term.

Ms. Wetzel's presentation is part of the official Board file and can be obtained from the President's office.

Ms. Dowler asked if the Board if they would have any interest in moving the March 22nd meeting start time up to 5:00 p.m.

A roll call vote was taken as follows:

Yes [6] Mary Kay Thayer, Aaron N. Mason, Florence M. Buchanan,
Krista K. Lambrix, and Lynette M. Dowler

Maybe [1] Steve Hill

No [0] None

The motion carried and the meeting will be moved to 5:00 p.m.

- C. 4. a. (1) 17. Trustee Thayer updated the Board on the ACCT Community College Virtual National Legislative Summit, which was held February 8-10, 2021.

Ms. Thayer reminded the Board that she and Dr. Quartey attend the ACCT National Legislative Summit in Washington D.C. each year. This year the summit was held virtually over two and a half days. The information was not only crucial to learn, but it was also important to hear the presents speak in person. Ms. Thayer sent a report to the Trustees earlier in the week because of the volume of information they needed to disseminate. Ms. Thayer and Dr. Quartey were able to talk to Senators Stabenow and Peters, and Congressman Walberg. All are supportive of Pell grants, the second chance Pell, the reauthorization of Higher Education, and funding for underrepresented populations, and funds for veterans. A highlight was having the opportunity to hear First Lady, Jill Biden speak. Dr. Biden has been a community college professor for years. Amy Walter, political commentator and National Editor of *The Cook Political Report*, commented on how she sees community colleges come more into focus because of the programs that they offer, transfer opportunities, certificate programs. Ms. Thayer was very pleased to see how supportive Senators Stabenow and Peters, and Congressman Walberg are of the College.

Dr. Quartey remarked that the advantage of Zooming is that occasionally you can also get other work done. He said that the advantage of Zooming is that sometimes you can get other work done as well. Dr. Quartey reminded the Board that the legislative summit was happening during the impeachment hearings, and all these individuals were still attending the summit and talking with their constituents. They are very supportive of community colleges. The AACC (Association of Community Colleges) and ACCT are doing a great job.

- C. 4. b. (3) 18. Chair Dowler announced that she hopes to get the Trustees together for their retreat as soon as it is allowed. The retreat will take place either in the evening or on a Saturday morning. This topic will remain a running item on the Board agenda until the retreat is set. Ms. Dowler is hopeful that the retreat will be held this fall.
- C. 4. b. (4) 19. Chair Dowler noted the upcoming events.
- C. 4. b. (5) 20. *It was moved by Ms. Lambrix and supported by Ms. Thayer that the meeting be adjourned.*

A roll call vote was taken as follows:

Yes [6] Mary Kay Thayer, Aaron N. Mason, Steve Hill, Florence M.
Buchanan, Krista K. Lambrix, and Lynette M. Dowler

No [0] None

The motion carried and the meeting adjourned at 7:51 p.m.

Respectfully submitted,

Lynette M. Dowler
Chair

Aaron N. Mason
Secretary

/prd

These minutes were approved at the March 22, 2021 regular meeting of the Board of Trustees.