

D R A F T

**Delta College
Board of Trustees Special Meeting
Delta College N7
Friday, February 25, 2022
8:00 am**

Board Present	M. Benecke, R. Emrich, D. Middleton, M. Nash, M. Rowley, M. Thomas, M. Wood
Board Absent	A. Baldwin, S. Gannon
Others Present	L. Brown, T. Brown, P. Clark, R. Curry, S. DuFresne, M. Gavin, L. Govitz, K. Schuler, A. Ursuy, E. Yaworski, J. Young
Press Present	None
Call to Order	Board Chair, M. Nash called the meeting to order at 8:15 am.
Approval of Agenda	<p>Board Chair, M. Nash called for the approval of the agenda. M. Benecke made a motion to approve the agenda. M. Wood seconded the motion.</p> <p>Motion passed unanimously. (R. Emrich and M. Thomas were not present for the vote.)</p>
Public Comment	Board Chair, M. Nash called for public comment.
Welcome and Overview	M. Gavin welcomed the trustees and gave a brief overview of today's meeting. He said that the work today will help to start the building of our next strategic plan. This also serves as a way for the trustees and him to get to know each other better. He expressed his appreciation to Andrea Ursuy, Talisa Brown, and Kay Schuler for all their help in making today's meeting possible. He introduced Loyce Brown, Director of Employee Development and Equity/Title IX Coordinator, who facilitated the ice breaker activity for the trustees.
Ice Breaker Activity	L. Brown began by saying that M. Gavin has set the agenda for us at Delta with a focus on equity and completion. There has been discussion as to how belonging plays a role in this. L. Brown guided the trustees through an exercise focusing on their strengths as a trustee as well as the strengths of their fellow trustees.
Strategic Data Discussion	<p>M. Gavin shared the objectives which include:</p> <ol style="list-style-type: none">1. To provide the Board with a "road map" for the 2023-2027 strategic planning process.2. To provide strategic data regarding our students and the College.3. To engage the Board in a discussion around the data and understand the strategic priorities of the trustees based on the discussion. <p>M. Gavin introduced Sarah DuFresne, Vice President of Business and Finance and Jason Young, Institutional Research Director.</p> <p>S. DuFresne shared the College's financial landscape including the general fund revenue sources. The three main sources of revenue are tuition and fees, property taxes and state appropriations. Our revenue budget is approximately \$68.9 million. For fiscal year 2021-2022, property taxes</p>

DRAFT

accounted for 34% of total revenues, state appropriations were 26%, tuition and fees were 39%, and the final 1% was investment and other.

Combined state appropriations and property taxes account for 60% of revenues and have been Delta's 2nd and 3rd largest revenue sources. Revenue growth has been relatively flat with only minimal increases over the last five years. It is difficult for the College to influence change on both resources since they are controlled by the government.

Tuition and fees has historically been the largest revenue source for Delta College. They have remained below the state average of other Michigan Community Colleges for many years. Delta has committed to a tuition and fee structure that remains affordable for students to pursue a quality educational experience. Enrollment directly impacts the tuition and fees revenue.

Future challenges in continuing to provide an affordable education will be dependent on revenue growth in areas of enrollment. We will need to make modifications to our expenditures to align our resources in order to counter an enrollment decline. The five-year average annual contact hour loss has been between 4% and 5%.

J. Young presented the various challenges that the College is facing with the first being enrollment. He shared a chart showing the declining enrollment at community colleges nationally compared to Delta College. We are challenged with recruiting new students and retaining our current students. Another issue we are facing is a demographic cliff as the birth rates have significantly dropped. One of our opportunities is to capture adult students without an associate's degree. One way to attract these students is through the Michigan Reconnect Program which provides last dollar tuition to students aged 25 and above who have not yet attained an associate's degree.

Another opportunity is the way we think about enrollment. This isn't just recruiting new students but keeping the students we already have – retention. J. Young shared with the board the five-year average (2016-2021) of student retention rates for full-time and part-time students from other similar Michigan Community Colleges as well as the state's average for community colleges. Retention is key for students to complete. J. Young shared a chart showing completers (6-year) by race/ethnicity provided by the Voluntary Framework for Accountability (VFA).

The trustees participated in a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis focused on the following questions:

- What trends in the national landscape do we see for Delta College?
- What trends in the region do we see for Delta College?
- Where should the Board focus to support the strategic goals of the College?
- As a trustee, what are you hearing in the community to inform our work/direction for the future?
- How can we foster additional partnerships with the community?
- Who else should we seek input from during the environmental scanning process?

Each group reported out on their SWOT analysis. M. Gavin closed out the SWOT analysis by saying that we are focusing on our top 20 courses, top 10 programs. We are putting our resources where our students are. Finally, he expressed his gratitude and appreciation to the trustees for this experience today.

D R A F T

**Trustee
Comments**

D. Middleton said that this was very valuable. She is relieved and encouraged after reading the meeting materials noting that recruitment is difficult and that we need to think outside the box especially with the declining population.

M. Benecke said that she is more excited than ever for the future of Delta College. She suggested more branding with former graduates of Delta College. She also suggested looking into Saginaw County as they have the lowest decline in birth rates. She is hopeful that this process continues.

M. Rowley said based on the reading materials, we should be focused on trying to build connections. He also said that the ice breaker activity today helped to better connect the Board. He asked the question of how to change the lives of young people. Finally, he suggested that we need to connect to potential students earlier.

R. Emrich said that there are hard decisions that need to be made. If we are to be successful, we need to be more of a community especially when faced with challenges.

M. Wood said that he is glad these discussions have been taken to the Board level and is appreciative for the in-person meeting.

M. Thomas said she was glad to be here. The Board is more collaborative and working more diligently than before. She appreciated the discussion today and hopes for more sessions like this which have made her more encouraged.

Chair Comments

M. Nash was thankful for today's meeting. He reminded trustees of other in-person events taking place such as the Presidential Inauguration in March and Commencement in April. He noted some big challenges on the rise especially with the issues in Russia and the increase in gas prices and costs for vehicles and how this will impact our students. This needs to be kept in mind for enrollment for the Fall.

M. Gavin said that today is Bob Emrich's birthday.

Adjournment

There being no further business, Board Chair, M. Nash adjourned the meeting at 10:26 am.

Talisa Brown, Assistant Board Secretary