

**JOLIET JUNIOR COLLEGE
ILLINOIS COMMUNITY COLLEGE DISTRICT 525
1215 HOUBOLT ROAD
JOLIET, IL
Board Room A-3104
BOARD OF TRUSTEES WORKSHOP MEETING
SUMMARY NOTES
January 26, 2022**

Chairman O’Connell called the meeting to order at 5:31 p.m. This meeting is being conducted pursuant to and in compliance with Governor Pritzker’s Executive Guidelines and applicable Executive Orders.

Board of Trustees Present: Maureen Broderick (arrived at 5:36 p.m.)
 James Budzinski
 Nancy Garcia Guillen
 Michelle Lee
 Jake Mahalik
 Dan O’Connell

Board of Trustees Absent: Alicia Morales

Student Trustee Present: David Lozano

Chairman O’Connell called the meeting to order.

Review of Summary Notes

The workshop notes were reviewed with no comments made.

2.1 Enterprise Resource Planning Update (ERP)

Dr. Mitchell invited Mr. Jerome Goudelock to provide the Board with an update on the modernization program. Mr. Goudelock provided an overview of the ERP modernization project. Workday has been live for seven months. The first payroll in the new calendar year 2022 was run successfully. All employee W-2’s for 2021 have been completed. Open enrollment in Workday and all of the benefits are now live in Workday for 2022. Accounts payable, completed the 1099s for the calendar year 2021. The full transition from paper to an automated workflow within Workday is progressing. The student phase one project went live in October 2021. The Workday dashboard provides real time data into the recruiting activities. Workday engagement management was able to reach out to applicants and prospects with an automated strategic email message; reducing the manual work that was done in the past. The student phase two project is the largest component of the implementation. The third wave of applications for Workday was successfully launched at the end of 2021. Project planning is complete and all work stream meetings have been initiated; there are over 80 JJC employees actively engaged with the implementation of student phase two. Phase two is comprised of four major milestones for additional functionality for JJC. The first milestone is the functionality for financial aid and new student orientation module and will be launched in

October 2022. As part of the design and architect sessions, all employees involved with student phase two are preparing for training. For Workday adoption, we will be focusing on students, faculty and staff to make sure the proper training and change management activities are ready to go live in October 2022 and throughout the remainder of the project. In December of 2021, the Board approved Workday adaptive planning. The adaptive planning module will be used to replace and modernize the budget planning capabilities for JJC and will provide JJC with advanced modeling, reporting and analytics. The project began on January 6, 2022. The first phase is set to go live in mid-February 2022. Trustee Mahalik asked if there were any problems in regards to the W-2's or the 1099's. Mr. Goudelock reported no issues. The W-2's went out this week, ahead of the schedule. Trustee Mahalik asked about adaptive planning. Mr. Goudelock stated some of the features of this are to help JJC with the data component and to be able budget worksheets. Mr. Goudelock referred to Jim Serr for additional information. Mr. Serr stated Workday will modernize the college's current budget planning process. The current process is lengthy and time consuming. This will make the entire process much more effective through modern technology. Once we get past the initial phase, we will get into the advanced capabilities with being able to do more sophisticated modeling, scenario planning around revenue, student tuition, and enrollment. Trustee Broderick asked about training employees and the new president. Mr. Serr indicated that there will be training for budget owners. It is a simplified process of entering their budget request into the worksheets. The first phase will include revenue and expense models followed by workforce modeling. In regards to the new president, knowledge transfer and sharing will come through the vice president of administrative services along with the cabinet team. We are hoping this will simplify and modernize the college's current process for budget planning. Trustee Broderick was concerned with the presidential transition. Mr. Serr is confident in the transition between presidents given Dr. Mitchell's knowledge, expertise and experience.

2.2 Diversity, Equity and Inclusion Update (DEI)

Dr. Mitchell welcomed Dr. Escortina Ervin to provide the Board with an update on our DEI initiatives. Dr. Ervin provided an update on six specific areas. First was the DEI plan implementation. A DEI programmer has taken ownership to make sure that the plan is implemented and all of the actionable items are executed. Next was the Cultural Competency Workshop that 92% of our Board, administration, full-time faculty and staff have completed the Cultural Competency Training. The training was extended to adjunct faculty and to date, approximately 20% have completed the training. Next steps are to include tools which will be used to create an environment to engage employees so they can feel that sense of belonging. One is our table talks in collaboration with our HR department. The DEI and HR offices hosted table talks on several topics such as a flexible work schedule, pace results, the results of the campus assessments and on racial trauma and healing. We offer a DEI book club; so far three books have been read with over 150 employees participating. Last semester we had ten peace and restorative justice circles. There are ten more scheduled for this semester. DEI has partnered with HR and ComPsych to bring a series of important topics to campus for our employee population. There have been seven programs, two geared towards supervisors or employee managers

and five for the general population. Some of the topics included responding to behavior that may make you feel uncomfortable, being part of a multi-generational team, and coping during uncertain times. JJC is being observed by other schools and local cities on our DEI initiatives. There is a list of external engagement requests. DEI plans to insure initiatives are implemented by tracking the progress on a scorecard and dashboard. One focus area is hiring more diverse faculty for the classroom to mirror the student population. Of the applications received in FY21, 35% of those applications were from minority applicants, an 11% increase from the prior year. Our outreach has expanded when communicating the College's needs. For example, we have increased reaching out to diverse populations of diverse professional organizations, Spanish speaking organizations, local Chamber of Commerce, HBC use, HIS and others. HR has more inclusive language in the job descriptions. After completing the cultural competency workshops, the employees have grown in their cultural competency. The compliance initiatives include piloting a conflict of interest and nepotism reporting process and internal self-assessments. We are implementing software for our board policies and procedures to become electronic. Trustee Mahalik requested a new larger print copy of the DEI plan implementation dashboard.

2.3 Athletic Department New Sports Proposal

Dr. Mitchell invited the athletic director, Mr. Gregg Braun to the podium. Mr. Braun would like the Board members to consider adding new sports to our existing athletic programs at JJC. The main rationale is simply investing in our community. The athletic department wants to allow students the ability to not only continue their academic journey, but also compete at the collegiate level. The three main points are enrollment growth, our community partnership, and minimal cost to JJC. Cheerleading was not an officially sanctioned sport but that has officially changed with the NJCAA. The following would become new additions to the athletic department for both men and women: competitive cheerleading, bowling, and track (long distance running) in the spring, and golf. Men's volleyball is the only single gender sport to be added. These additions will increase in student enrollment. Joliet Junior College is looking at adding 70 to 80 new student athletes; new students to Joliet Junior College annually. Sixty percent of our in-district high schools do offer all these sports. Joliet Junior College can be a foster for the four-year universities to our student athletes. Each of these new sports would require one coach for both the men's and women's teams. Men's volleyball would require a minimum budget since JJC has a women's team. Bowling and golf are very minimal expenses. Bowling would require shirts and a bowling ball, golf needs polo shirts. Bowling would require the use of a local bowling alley for meets. Golf would require a local golf course. Joliet Junior College foundation currently hosts an annual golf outing which builds relationships in the community. Hosting golf and bowling meets off campus will get JJC throughout the community which is a huge asset. Track and long-distance running are self-explanatory. With the addition of long distance running to the track teams for the spring, our cross-country runners have the opportunity to run track competitively and nationally for Joliet Junior College in both the fall and spring semesters. Seven of the top ten nationally ranked teams have long distance running. Every high school in our district does have track and long distance running. Cost is extremely

minimal as we have the uniforms and coaching staff. Joliet Junior College has cheerleading which is growing in this district. We have sponsored cheerleading for a long time. Currently, our cheerleaders only cheer at men's home basketball games. With NJCAA recognizing cheerleading as a competitive sport, expanding the program to be competitive will give them an opportunity to represent Joliet Junior College and become an official student athlete with us. There are minimal expenses when it comes to having competitive cheer. Men's volleyball is a new sport offered by the NJCAA. There is a grant available. Fifteen of the high schools in our district and 250 high schools in the state of Illinois offer men's volleyball. The addition of men's volleyball is a minimal impact to the budget since the women's volleyball program is already in existence. Being that men's volleyball is played in the spring, JJC would then be able to offer indoor sports for the spring season and continued use of the Event Center. College of DuPage and Bryant and Stratton in Wisconsin are the only two schools in our region with men's volleyball. Men's volleyball is big with a lot of our in-district schools. The return on investment would be eight additional sports which in turn would bring in 70-80 new student athletes a year. The big thing is allowing our high school students the ability to compete and offering these popular sports. We are losing students to other schools within the district. Travel is minimal. We would not need supplies and travel for another year. We are in the N4C conference, which is phasing out. NJCAA has a new sports grant that is being offered. The possibilities are here with external rental, revenue coming back to athletics, and exploring ideas with our foundation and money that is used with other sports. National competition would begin spring of 2023 for track and cheerleading, fall of 2023 for golf and bowling, and spring 2024 for men's competitive volleyball. The goal is to get coaching staff hired by July 1 which would allow us to get in on the recruiting at area high schools and get the word out there that we are offering these sports. The athletic department will host fund-raising opportunities within the first year to help offset cost. Mr. Braun is working with Dr. Tracy Morris, our compliance officer, to make sure we follow Title IX. Our student athletes are probably the greatest ambassadors for filling Joliet Junior College. The athletes are seen in the community and the way we compete. We are going to do our best to continue competing at a national level. We have 190 student athletes. We had 90 students with a 3.0gpa or above for the fall. Thirty-six of the students with a 3.5gpa or above. We are really proud of that on the academic side. Trustee Budzinski stated it is really important because our academic students come in here and they know we're going to help them get to the next step. As coaches and faculty, we need to let the students know there are opportunities to go beyond JJC in the athletic side as well as the academic side. We are supporting and advocating for our alumni. I want to see more jerseys out in the public. Trustee Mahalik asked about the additional cost for coaches. Mr. Braun referred to the coaching stipend. The goal would be to get coaching stipends approved for this year and have our coaches in place by July so we can start the recruiting process in the fall in the high schools for golf and bowling. Golf is a fall sport in the high schools so we want to make sure that we get to them next fall and get the word out there that we are having this.

2.4 Foundation & Grants Report

Dr. Mitchell invited executive director Kristi Mulvey to the podium. Ms.

Mulvey presented comparisons and numbers from the office of Institutional Advancement. She thanked the Board for the resolution for Dr. Peter Nichols, who was on our Board for quite a few years and has two endowments. Right before COVID, a foundation dinner was held in celebration of the \$25 million raised. Twenty years ago, the foundation was at \$6.8 million. At the end of our last fiscal year we were at \$34.4 million and as of December 31st, the first six months into the fiscal year, we were at \$35.5 million in total assets. Our endowments were \$17 million by the end of the fiscal year, June 30, 2021. The foundation brought in another \$500,000 by the end of 2021. Comparing the portfolio for FY20 to now, we were at \$26 million, and are now at \$35.5 million to date with \$17.6 million in endowments. Paul Gantzert's donations are in a donor advised fund from Vanguard. Paul's generous donation is 100% thanks to our current president, Dr Judy Mitchell. Mr. Ganzert has given us an additional \$50,000 in the last 30 days. His account which started in FY20 at \$248,000 is now over \$1,000,000. Last year, we brought in \$1.3 million. the foundation had a 61% increase in the last fiscal year and brought in over \$2 million. Alumni giving compared to the previous year had a 51% increase; to bring in \$690,000. Over 250 of our employees are JJC alum. The employee giving campaign had a 13% increase which equates to almost \$100,000. The foundation board gives 100% to the college. Last fiscal year the foundation board gave \$130,000 to the college. Scholarship awards were up 6%. We gave over \$800,000 in scholarships to our students last fiscal year. The foundation gave the College \$100,000 to give \$500 scholarships for 200 first-time students that applied to the college. The Foundation gave the College \$150,000 to support the foundation completion scholarships. This is for part-time students who can't afford the extra class. The Foundation scholarship paid for the remaining classes to get them above 12 hours. Last fiscal year there were 18 new annual scholarships that ranged between \$500 and \$2500. There were seven new endowments at a minimum of \$30,000. A donor has up to three years to give us \$30,000. That money is invested and the foundation pays 4-5% in scholarships. Each gave at least \$30,000 for those seven new endowments last fiscal year. There was a 225% increase from FY21 in our student emergency fund which now includes tuition. Our students needed the help and we were able to put money on their account for tuition. We gave them the gift cards for food and gas. Our employees give to this fund. In FY21, we have received \$7.8 million in grants. In the first 6 1/2 months of this fiscal year, we have surpassed the yearly projection of \$6.1 million and have received \$6.9 million. Because of the portfolio, we were able to take \$1.3 million in appreciation and assign it back into the principle of those endowments. In response to this report, we brought in \$125,000 worth of additional endowment money in those scholarships. We send out a year-end campaign via email to 26,000 people in our database. Last year, our year-end giving total raised \$200,000. As of January 14, 2022, we have brought in \$601,460 just through our year-end giving campaign. This past year, awards for Excellence and Innovation gave the college \$33,000 worth of equipment. It is an internal grant program for faculty to ask for money. There are four events every year including "Night of Stars" on April 28th at the Renaissance Center. The foundation golf outing which half the money goes to the athletic programs and the other half goes to scholarships. The annual 5K walk that brings in scholarship money is on Sunday, October 2nd. This year, we have added a pop-

up photo Santa walk for families on December 1st. At the “Night of Stars,” the JD Ross Extraordinary Service Award will go to Nicholas Makris. JD Ross will be there to help present that award. The Distinguished Alumni Achievement award will be received by Dr. Judy Mitchell. We have two faculty that are getting the Susan H. Wood award, Mike Brncick and Bill O'Connor. We started giving a Partners in Excellence Award. This year the award is going to Citgo, who gave us a \$250,000.

2.5 CARES Funding Update

Dr. Mitchell invited Dr. Yolanda Farmer to the podium. Dr. Farmer provided the Board a detailed handout for reference. There are three specific grant legislations, CARES, CRRSA and ARP (American Rescue Plan). The College also received the GEER Fund; that is specifically from the Department of Education, and was filtered through ICCB. The HEERF Grant is specifically under CARES. The College did receive close to \$2,000,000. There are specific guidelines for CARES which were followed by the institution. In 2021, we have expended all of the money for the CARES Act and the student portion, HSI, MSI/HIS and GEER. The Department of Education decided to change the guidelines and provide more support for our students. In January of 2021, the College received close to \$9 million which was invested to support the students and utilized for lost revenue from tuition fees and auxiliary operations. With CRRSA is the ARP, some of that money has been rolled over to support HEERF III. The college has until May 11, 2022 to expend those funds. Under HEERF I, we have spent every dollar for our students, because the HEERF/CARES Act requires the college to provide funding for students. In terms of MSI/HSI, we have about 91% left. We received close to \$600,000 for the HSI. With every single grant there are specific guidelines to follow and those are provided in the handout. For GEER II, approximately 53% has to be designated specifically for academic support, while 42% is designated for social emotional health guidelines. For CRRSA, the grant guidelines were different compared to the ARP. Lastly, we have money available through the American Rescue Plan (ARP). We are approximately 15% extended for ARP. The student portion has about 43% remaining. The guidelines state money awarded to students has to be for childcare. It has to be for necessities but does not specify what they called ‘basic needs.’ We work side by side with the with the foundation and scholarships. We have applied for a no cost extension. If we do receive a no cost extension, we will have until 2023 to spend all of the money. Also, in your packet is a list of all the mini grants that we have awarded to all of our faculty. There is information in terms of the support provided to students. In terms of any type of mini grant process, there is a good structure in place for any faculty or staff member that would like to apply for any of the funding. There is a committee made up of cabinet members, some deans, and other professionals involved in JJC academia. We meet every two weeks to review the mini grants that individuals submit. A decision is made based on will it help enrollment and/or will it help the students. If so, a recommendation is made and shared with the cabinet; the cabinet makes the final decision.

2.6 Variable Tuition Proposal

Dr. Mitchell invited Dr. Amy Gray to the podium to provide the Board with an update and recommendation for our new fall respiratory therapy program.

This proposal is for a variable tuition rate. The current in-district tuition is \$148.00 per credit hour. For some programs they have a higher cost associated, for example, nursing, radiography, and ultrasound. We charge differential tuition rate of \$261.00 per credit hour. The new respiratory program was put into the system at ICCB and is ready for fall enrollment. There is a total of 70 credits in the program; 55 are core respiratory courses. For those courses, we would like to charge the differential tuition rate. General education credits would be at the same rate as current in-district tuition totaling \$16,575 for the entire program. The national data shows this is a very fast-growing field. It is a good rate and would end with an associate degree. In this area, the median is \$74,112. The continuum from \$61,000 up to \$86,000; depending on years of experience and employment location (hospital; clinic). The college has built a brand-new facility costing over \$1.5 million. We have a new faculty member who has been in respiratory education for 20 plus years and is coordinating the program. We are close to \$200,000 in equipment costs so far. Salaries are good in this field. Of all of the community colleges in Illinois that have the programmatic accreditation, Moraine Valley is at \$11,000 and Parkland was the highest at \$20,000.

2.7 Three-year Financial Plan / Budget Update

Dr. Mitchell stated invited Mr. Jeff Heap to the podium.

Mr. Jeff Heap presented data on FY 22. Enrollment is under by, 42,000 credit hours or \$4.75 million. The CARES Act Grant has replaced the lost revenue for the College. The actual allocation totaled \$9.3 million. The CARES Act was used to offset the loss of tuition revenue for FY21 and FY22. Salaries, operational expenses, contractual supplies and travel are under budget. The budget was based on FY19 credit hours. Any additional costs being incurred are paid with the CARES Act funding. We do expect an overall surplus for this year. Looking forward to FY23, with our enrollment down, there is a reduction in state funding of \$500,000. The projections have factored in a \$3/credit hour tuition increase. There is \$300 million in new construction in the district. Property tax is revenue for JJC. On the expense side, personnel are down 2.5-3.5%. There is an allocation of \$500,000 for new positions. Dr. Mitchell stated we need to identify ongoing revenue support and operating costs every year to invest in new positions, new opportunities, and the vision of the institution. We need to invest in these positions long term. The other new area is the new athletic programs costing \$75,000, this is where the \$3 comes in. If the Board is not supportive, then we will continue to hold our budget flat, with the exception of some of the materials and costs increase that we have to absorb. We have to reallocate within the institution. Mr. Heap stated the new positions in athletics is tied to the \$3. There could be a 6% increase or \$600 - \$1000. This would be the first increase we've had to incur since 2018. Material supplies are at 0-3%. Dr. Mitchell stated if we do not increase tuition by \$3 per credit hour, we would need to have a 3% increase in enrollment for fall 2022 and spring 2023 semesters. Without the tuition increase, we would remove the new initiatives. The tuition would cost a student with 12 credit hours in the fall and spring semesters, an additional \$72 per year. Mr. Heap indicated that spending is under what was budgeted, thus giving JJC approximately \$6 million surplus. With the decrease in tuition revenue based on the 42,000-credit hour shortfall, and adding the new initiatives will potentially create a \$3.5 million

deficit on the surface. However, if the CARES Act gives JJC a one year no cost extension and with the mini grants, we would have around \$3.5 million remaining. This could be used to cover lost revenue in FY23 if enrollment is still down. We have been living off our savings but we are out of savings and expenses exceed revenues by 5%. Trustee Broderick asked if the budget decreases in FY23 because of the lack of tuition. Mr. Heap indicated we did not have the tuition revenue, but we have the CARES Act to reimburse JJC. A 5% enrollment increase is factored in for 2024 and 2025. Trustee Broderick asked about the \$700,000 contingency. Mr. Heap explained the surplus gets rolled over to O&M restricted fund for capital projects. The capital assessment fee is covering the debt service. Dr. Mitchell asked if the Board is going to support the \$3 credit hour tuition raise so the finance department will know how to prepare the upcoming budget for FY23. The \$3 allows us to add those positions and have the year-end surplus of \$6.3 million. The percentage increase would be 2% and the foundation is also here to help support the students. If the CARES funding is extended, we will have more money for the students. Mr. Heap stated if CARES is extended, the concept of replacing lost revenue leaves the budget where it was two years ago for tuition revenue. Trustees Lee and Mahalik agreed with the increase. Dr. Mitchell plans to present this to the Board in February or no later than March. Dr. Mitchell asked the student trustee what his opinion from the student perspective. Student Trustee Lozano answered he is not sure if that amount is going to make a huge difference. Dr. Mitchell assured the Board they would be prepared for the February Board meeting as well as have information on the CARES Act grant. Mr. Heap stated the biggest thing that will affect their projections is enrollment. Dr. Mitchell stated our enrollment challenges include competing with four-year colleges and universities, private institutions, and also with new manufacturers and organizations that are providing their own in-house training. It was requested of Dr. Mitchell to bring the increase request to February Board meeting. Dr. Mitchell thanked the Board and asked for additional feedback regarding master plan projects. The Board decided to table building a new bridge at this time.

3.1 General Discussions

Dr. Mitchell introduced Mr. Matt Stephenson, Director of Business & Auxiliary services. He comes with 25 plus years of experience from Ball State University and we are very excited to have him here. The Board welcomed Mr. Stephenson.

4. Closed Session

Trustee Broderick moved, seconded by Trustee Mahalik that the Board of Trustees of Joliet Junior College move to a closed session (7:33 p.m.) for the purpose of 2(c)(1). The motion carried unanimously.

5. Return to Regular Session

N/A

6. Adjournment

Trustee Broderick moved, seconded by Trustee Mahalik that the meeting adjourn at 8:09 p.m. A voice vote was taken and carried unanimously.