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**Delta College
Board of Trustees Dinner Meeting
Delta College N7
Tuesday, March 7, 2023
5:30 pm**

Board Present: A. Clark, B. Handley-Miller, D. Middleton, M. Nash, M. Rowley, M. Thomas, M. Wood

Board Absent: A. Baldwin, S. Gannon

Others Present: L. Brown, T. Brown, J. Carroll, P. Clark, A. Cramer, R. Curry, S. DuFresne, J. Foco, J. Garn, M. Gavin, S. Gregory, L. Govitz, J. Harned, M. Haswell, W. Ramirez, S. Raube, S. Roche, P. Ross McClain, K. Schuler, A. Ursuy, E. Yaworski, J. Young

Press Present: None

Board Chair, M. Thomas, called the meeting to order at 6:00 pm. She turned the meeting over to Mike Gavin, President. M. Gavin presented the 2023-2027 Strategic Plan.

M. Gavin began his presentation by saying that we are not changing direction, instead solidifying and enhancing where we have been for the past 18 months. The goal is to have students complete with no opportunity gaps. We are going to function like a net, not a gate. This means Delta being ready to serve every single student.

Our focus is to get students into one of “two buckets” – either a good paying job or to transfer as a junior or senior to a 4-year college or university. Some of the work that needs to be done is to revise programs that do not lead to a good paying job. In regards to transfer, we need to work on formulating agreements where students would transfer as juniors or seniors in their desired major without having to retake courses.

M. Gavin said we are already working to realign our advising structure, so that advisors are program specific. Students will have to check in with advisors throughout their journey. As a College, we need to resource and if necessary reallocate funds to student support services.

About 80% of our students are enrolled in our top 30 courses. These top 30 courses will be our focus in regards to enhanced pedagogy, incorporating student support services such as tutors, and other supports that should result in an increase in student retainment.

Another focus is the amount of time it takes a student to complete their degree. There are various factors including transportation, child care, etc. that are holding students back from completing on schedule. We are working to create a space on campus for resources with partnerships from outside the college including non-profits, etc.

Finally, Dr. Gavin announced that the unit planning and review process was launched today. This process will cascade the strategic plan into departments. Through the process, departments are creating projects with measurable goals that align with this work.

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M. Gavin then turned the meeting over to Sarah DuFresne, Vice President of Business and Finance, to present the FY 2023-2024 Tuition and Fee Recommendation.

S. DuFresne began by saying that the Budget Cabinet has been in place for many years. The role of the Budget Cabinet is to make recommendations to the President. This includes tuition and fees. They are also responsible for establishing and maintaining two-way communication with faculty and staff across campus regarding the budget. The Cabinet is a diverse group of employees appointed by the President. The group of employees represent faculty, support staff, maintenance, student services, administrative professionals, academics, the downtown centers, and President's Cabinet. The Board Chair appoints a trustee to serve on this committee. This year it was Vice Chair, Stacey Gannon. S. DuFresne thanked the members of Budget Cabinet for their expertise, time, and commitment.

The committee began their work with an overview of the Strategic Plan. Andrea Ursuy and Dr. Gavin presented on the Strategic Plan that is built on the College's mission, vision and values. They also provided the framework to connect the strategic plan to the budget. This includes a shift in our culture to support students' needs as they complete workforce programs that lead to life-sustaining wages or transfer with zero equity gaps.

They kept in mind the challenges that Delta College is facing. Budget Cabinet meetings focused on making a tuition and fee recommendation that would strike a balance between student affordability and budget sustainability. These include the enrollment which has been declining for the last decade; state aid revenues that have remained relatively flat or with minimal increases; budget pressures with inflation greater than 7%; and tuition constraint language being proposed by the Governor.

The Budget Cabinet also considered the opportunities and commitment to our students. Delta's tuition and fees have remained below the state average, amongst other Michigan community colleges for many years. Delta remains affordable for students while maintaining quality instruction. More than ever our students are coming to us with significant needs from outside of the classroom. To provide our students the opportunities to be successful, it will continue to take financial resources to respond. Increasing tuition provides for these support systems. And finally, we must ensure that we align the budget to support the College's strategic plan.

S. DuFresne shared with the Board that for many years Delta's tuition and fees have been below the state average for other community colleges. The 2022-2023 state average for in-district tuition and fees is \$155.39 per credit/contact hour and Delta is at \$148.67 which is \$6.72 or 4.3% below the average. In 2022-2023 Delta increased its tuition and fees by a total of \$3.00 or 2.06%. At the same time the average increase at community colleges in Michigan was \$4.70 or 3.12%.

Included in Governor Whitmer's proposed budget is a tuition constraint that would limit a community college from increasing their in-district tuition and fees by 4.5% or \$2.05, whichever is greater. In applying this to Delta, we could not increase tuition by greater than \$6.83 or \$155.50. This language has not been finalized as both the House and Senate have yet to release their budget proposals. Delta's current tuition makes us 11th lowest of our peers, falling below the state average by \$202 or 4.3%. Delta remains the lowest compared to four-year institutions within a 75-mile radius.

S. DuFresne provided student enrollment profile data. The majority of our students, 82% are in-district, residing in Bay, Midland, and Saginaw counties compared to our out-of-district which is 18%. The

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average student takes 10 contact hours per semester. At our current tuition rate, the student's annual cost would be \$2,973. Pell dollars are the largest federal source of aid awarded annually. Delta distributed over \$10.5 million in 2021-2022. The average Pell award per student was \$3,228, in 2021-2022. The Pell award is increasing \$500 for 2023-2024. During 2021-2022 approximately 55% of our students received some form of aid.

S. DuFresne said that after careful consideration of the impact on our students, the possibility of tuition constraint, the need for financial resources to support the needs of our students, the recommendation is to increase the in-district tuition per contact hour by \$6, with no increase to the technology fee or the registration fee. This is an increase of 4.04% with tuition and fees combined. Using the same methodology to increase the out-of-district and out-of-state tuition rates by 4.04% rounded to the nearest dollar, or \$9 and \$10 respectively. The dual enrollment rate will increase by \$6, which is the same as the in-district rate. All other fees would remain at the same 2022-2023 rates.

With the possibility of tuition constraint proposed by the Governor, the focus was to propose an increase that would simplify any necessary future modification, in the event the legislature did pass a tuition constraint rate lower than the Governor's proposed 4.5% after the Board approved the 2023-2024 tuition rate. Since the proposed increase is only on tuition and not on any fees, it would make any necessary adjustments very clear.

There being no further business, the dinner meeting was adjourned at 6:40 pm.

Talisa Brown, Assistant Board Secretary

Andrea Ursuy, Board Secretary