AGENDA

1.0 Call to Order

2.0 Roll Call

3.0 The Pledge of Allegiance to the United States of America

4.0 Communications
   4.1 Citizen Comments
   4.2 Employee Comments
   4.3 Board Comments
   4.3.1 Conflict of Interest Recognition
   4.4 Student/Student Government Comments
   4.5 Consideration of Minutes
   4.5.1 Regular Meeting Minutes of July 11, 2016
   4.6 Marketing Report

5.0 ENDS Performance Report
   5.1 ENDS Board Monitoring Report: International

6.0 Action Items
   6.1 Second Reading
      6.1.1 Monitoring Presidential Performance
      6.1.2 Policy Governance
   6.2 Consideration of Liquor License Request
   6.3 Consideration of Program-Based Tuition Rate

7.0 Information Items
   7.1 First Reading
      7.1.1 Delegation to the President
      7.1.2 President’s Job Description
   7.2 President’s Report
      7.2.1 Legislative
      7.2.2 College Items

8.0 Closed Session
   As provided by Public Act §15.268, Section 8, sub-sections (a) to consider a periodic personnel evaluation of a public officer and (c) for purposes of discussing negotiations of union collective bargaining agreements.

9.0 Trustee Remarks

10.0 Adjournment
Institutional Dashboard: Key Performance Areas

**Student Learning: Student Completion or Transfer**
- Fiscal Year
- 2015 Target
- 2015 Target
- 2015 Target
- 2015 Target

**Stakeholder Focus: Student Satisfaction**
- Fiscal Year
- 2016 Target
- 2016 Target
- 2016 Target
- 2016 Target

**Financial & Operational Stability: Cash Reserve Fund Ratio**
- Fiscal Year
- 2015 Target
- 2016 Target
- 2017 Target
- 2018 Target

**Valuing People: Employee Satisfaction**
- Fiscal Year
- 2017 Target
- 2017 Target
- 2017 Target
- 2017 Target

**Measuring Effectiveness: Externally Accredited Programs**
- Fiscal Year
- 2018 Target
- 2019 Target
- 2020 Target
- 2021 Target

**Leading & Communicating: Internal Communication Satisfaction**
- Fiscal Year
- 2022 Target
- 2023 Target
- 2024 Target
- 2025 Target
TO: Jackson College Board of Trustees  
FROM: Dr. Daniel J. Phelan, President

Subject to be Discussed and Policy Reference:

<table>
<thead>
<tr>
<th>4.0 Communications</th>
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<tbody>
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<td>(BOARD POLICY: GOVERNANCE PROCESS: Governing Style)</td>
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Executive Summary:

Jackson College Board of Trustee’s Governance Policy requires opportunities for communication with the Board. To that end, the following formal communication opportunities are provided:

- 4.1 Citizen Comments
- 4.2 Employee Comments
- 4.3 Board Comments
  - 4.3.1 Conflict of Interest Review
  - 4.3.2 Board Remarks
- 4.4 Student Comments

In addition, the following communications are provided on the agenda for meeting records and other operational communications:

- 4.5 Consideration of Minutes
  - 4.5.1 Regular Meeting Minutes of July 11, 2016
- 4.6 Marketing Report

Resource Impact:

None

Requested Board Action:

Approval of Board Meeting Minutes

Action Taken:

None
The regular meeting of the Board of Trustees of Jackson College, Jackson County, Michigan, was held on Monday, July 11, 2016 at 2111 Emmons Road, Jackson, Michigan.

Chairman Samuel Barnes called the meeting to order at 6:30 PM Daylight Savings Time (DST).

Board Members Present: Chairman, Samuel Barnes; Vice Chairman, John Crist; Treasurer, Donna Lake; Trustee, Philip Hoffman; Trustee, Matt Heins; and Trustee, Dr. Ed Mathein.

Board Member Absent: Secretary, Sheila Patterson

Others Present: Dr. Daniel Phelan, Cindy Allen, Sara Johnson, Dr. Rebekah Woods, Dr. Kristi Hottenstein, Dotty Karkheck, Darrell Norris, Jim Jones, Kelly Chambers, Michael Masters, Elizabeth Andrews and Brigette Robinson.

COMMUNICATIONS:

Citizen Comments
There were no citizen comments.

Employee Comments
Elizabeth Andrews, Director of Housing was on hand to share updates and highlights related to student housing. Applications to date are running ahead of this time last year. Elizabeth addressed questions from the Board.

Board Comments
There were no conflicts of interests.

Student/Student Government Comments
There were no student comments.

Consideration of Minutes
The minutes of the regular Board meeting on June 13, 2016 and the Summer Retreat meeting minutes of June 22, 2016 were moved into the record by Chairman Barnes on behalf of the Trustees.

Marketing Report
Ms. Dotty Karkheck, Director of Marketing, provided highlights from the Marketing report for the month and addressed questions from the Board.
ENDS Performance Reporting:

Workforce Board Monitoring Report
Cindy Allen, Vice President of Administration and Human Resources reviewed key elements of the Workforce Monitoring Report and addressed questions from the Board. She noted that the 5-Star Talent Formula, and especially the New Employee On-Boarding process is working extremely well.

ACTION ITEMS:

Consideration of Fall Planning Session Date
President Phelan asked for the Board to consider approving September 14, 2016 for the Fall Board Planning Session MOTION BY CRIST “To approve September 14, 2016 as the fall board planning session. Trustee Hoffman shared he is not able to make the date and voted no. Sara Johnson, will survey the group for additional date options so all board members can be present. **MAJORITY VOTE PASSES MOTION.**

Second Reading: Board of Trustees By-Laws
President Phelan presented the Board of Trustees By-Laws policy. **MOTION BY TRUSTEE HEINS “To approve the Board of Trustees By-Laws policy.” MOTION PASSED UNANIMOUSLY.**

INFORMATION ITEMS:

First Reading: Monitoring Presidential Performance and Policy Governance
President Phelan presented the Monitoring Presidential Performance and Policy Governance policies. Policies were moved to second reading status.

President’s Report
President Phelan provided an update on significant College initiatives, legislative and academic matters. Dr. Rebekah Woods provided an update from the last JPEC Board meeting. Jason Valente, President of the Foundation shared brief updates and introduced Brigette Robinson, Director of Alumni Relations who shared updates on efforts and initiatives related to alumni.

CLOSED SESSION:

As provided by Public Act §15.268, Section 8, sub-section (c) President Phelan requested a closed hearing for the purpose of discussing contract negotiations. **MOTION BY TRUSTEE CRIST “To move into closed session for the purpose of discussing contract negotiations.” ROLL CALL VOTE: TRUSTEES HOFFMAN, CRIST, BARNES, HEINS, MATHEIN AND LAKE VOTING AYE. MOTION PASSED UNANIMOUSLY.** The Board moved into closed session at 7:22PM.
MOTION BY TRUSTEE HOFFMAN “To move back into open session”. TRUSTEES HOFFMAN, CRIST, BARNES, HEINS, MATHEIN AND LAKE VOTING AYE. MOTION PASSED UNANIMOUSLY. The Board reconvened to open session at 7:27PM.

ADJOURN:

MOTION BY TRUSTEE LAKE “To adjourn.” MOTION PASSED UNANIMOUSLY. Meeting adjourned at 7:27PM. ROLL CALL VOTE: TRUSTEES HOFFMAN, CRIST, BARNES, HEINS, LAKE AND MATHEIN VOTING AYE. MOTION PASSED UNANIMOUSLY.

The foregoing minutes of the regular meeting of the Board of Trustees held on Monday, July 11, 2016 were approved at the regular meeting of the Board held on August 8, 2016.

_______________________
Secretary

_______________________
Chairman
TO: Jackson College Board of Trustees  
FROM: Dr. Daniel J. Phelan, President

Subject to be Discussed and Policy Reference:

5.1 ENDS Board Monitoring Report: International  
*(BOARD POLICY: EXECUTIVE LIMITATIONS: Communication and Counsel to the Board)*

Enclosed is the International Monitoring Report in response to Board ENDS advancement. This report considers Jackson College’s focus on the College’s internationalization including partnerships, student recruitment, curriculum and program development, international site offerings, as well as study abroad opportunities.

Dr. Rebekah Woods, Provost will provide a brief overview and respond to Board members questions concerning the report.

Resource Impact:

None

Requested Board Action:

None

Action Taken:

None
Monitoring Report
International Student Institute
August 8, 2016

Prepared by:
Dr. Rebekah S. Woods, Provost
Melanie Maree, Director International Student Institute

Presented to:
Dr. Daniel J. Phelan, President/CEO
Jackson College Board of Trustees
Executive Summary

This ENDS Monitoring Report focuses upon the internationalization of Jackson College, particularly in the areas of international curricular development, international programs and events, international student admissions and recruitment, international student services, study abroad, as well as international partnerships and agreements. It discusses the purposes behind creating and expanding our international footprint, as well as the significance of this development on our students, staff, faculty, community, and state. It also discusses the advances we have made in fiscal ‘16, encountered roadblocks to our development and overcoming those roadblocks, as well as directing our institutional energies toward future programs that align with our strategic goals and objectives.

Since the last Monitoring Report in July 2015, the College has been active in the key performance area of “Internationalization.” The College is making huge strides in some areas while continuing to identify opportunities in others. With a variety of factors impacting the overall success of Jackson College’s internationalization strategic goal, the College must provide a range of opportunities to the campus while maintaining and improving current programs. Numerous activities continued this year that have proven to be successful in the past including active participation in Spring Break Ireland, PathPro China, University of Toledo Consortium, Lunch Around the World, International Education Week, and the Global Student Organization. The Fulbright Language Teaching Assistant and US-Brazil Connect programs were not continued for 2015-2016 due to global economic factors.

New or renewed activities and programs that were successful for Fiscal ‘16 include Chinese New Year celebration, Jackson College’s Got Talent, International Student 5-Day Orientation, US-China Study Tour, and MCCA’s Gateway Michigan Program.

Since Fall 2015, the International Student Institute (ISI) has processed international admissions from prospective students through matriculation. In Fall 2015, we increased our applications by 64% and are on track to increase our applications in Fall 2016 by another 289%. Jackson College’s international student population increased from 7 in Fall 2013 to 17 in Fall 2014 to 35 in Fall 2015. Taking into account the two-year cyclical rate of international students, the College projects a 70% increase for Fall 2016, totaling 60 international students. The College’s overall international student maximum goal is 5% of the entire student body, or approximately 390 students.

As we move forward with internationalization, we continue our efforts in developing partnerships with international universities, hosting summer programs for short term international students and faculty, staying fluid with strategic recruitment efforts, and continuing our outreach in the Jackson community. This year we hosted multiple delegations to campus from China, India, Ireland, and the Netherlands. We have also signed an articulation agreement with Water Resources College in Guangdong, China, and are awaiting a launch date for Fall 2016. Through our membership in the University of Toledo Consortium, we continue to work on agreements with Chengdu Aeronautical Polytechnic and have been assigned a new partner, Ningbo Polytechnic, which we will visit this fall.

All aspects of our internationalization plan are creating a global atmosphere at Jackson College for the whole of the campus and community, while concomitantly building student appreciation
for, and competency in respecting differences, global competency, and understanding. Our persistence, development, and refinement of our procedures is producing positive results and growing a global awareness on our campus.

**Institutional Context**

A strategic priority for Jackson College is ensuring that our graduates possess a global competency upon the completion of their studies with the College. Graduates must have an understanding and appreciation of different cultures in order to be competitive candidates within the workforce. Many of our students have not had the opportunity to interact with other cultures within the United States, let alone travel outside the United States. Consequently, and as part of our General Education Outcomes (GEO) requirements, we are committed to the internationalization of our College and cultivating opportunities for faculty, staff, and students to participate in activities that promote a global education.

In order to achieve these desired results, the College has embarked on several initiatives including:

- Continued increase in the number of enrolled international students;
- Continued development of the International Student Institute;
- Research and development of additional Study Abroad opportunities;
- Creation of additional international curriculum and certification options;
- Establishing the College’s first English Language Institute;
- Further development of international institution partnerships;
- Leading the conversation in Michigan international initiatives, including MCCA’s Gateway and the Study Michigan recruitment program;
- Further expansion of international programming in conjunction with Student Life activities;
- Maintaining the Global Student Organization for domestic and international students, as well as building community partnerships;
- Applying for Fulbright visiting faculty for Fiscal ’18;
- Continued hosting of Confucius Instructor, Liang Wei; and
- Collaborating with the Jackson College’s Foundation’s Oral History & Research Center to involve international students.

**External Context**

We live in a world of increasing political, economic, social, cultural, linguistic, environmental, and geo-strategic interdependence and complexity that requires educated citizens to have a global frame of reference. Therefore, Jackson College is committed to providing its students, faculty, and staff, as well as the community it serves, with cross-cultural experiences that develop mutual understanding and respect of cultural differences. This commitment includes recruiting a critical mass of international students to pursue academic studies as well as providing international programming and study abroad activities at Jackson College.

International students are an important resource at Jackson College, because they create educational and cultural experiences for our campus and community. For many U.S. students at Jackson College, international students provide the first close and extensive contacts with
people from other cultures. These contacts are very important for the U.S. students as they begin the process of preparing themselves to be effective global citizens and leaders. International students can also enrich the educational experiences of the K-12 students in local schools through the development of various outreach programs at Jackson College. Additionally, international students contribute to the economic development of the local economy. During the 2013/14 academic year, international students and their dependents contributed more than $27 billion to the U.S. economy, $926.9 million to the Michigan economy, and $160,000 to the local economy in Jackson. Based on the Open Doors Report 2015, those numbers increased to $30.8 billion to the U.S. economy, $1.03 billion to the Michigan economy, and $374,000 to the local economy in Jackson. In 2015/16 the local economy would have seen a boost to $660,000 based on an average of 30 international students for the year. Projections for the 2016/17 international student contribution to the local economy would be $1.3 million.

With the inevitable increase of global competition for jobs, U.S. graduates need to develop international experience, language capabilities, and cross-cultural communication skills to succeed in the global economy. According to the Institute of International Education’s Open Doors 2015 report, only 2.1% of associate level colleges participate in Study Abroad programs with only 1.7% of associate level students every studying abroad. Developing a variety of programs for the students will increase their future opportunities.

Institutional Performance Reporting and Assessment

Jackson College incorporates the rich dimensions of the cultural, lingual, and historical foundations of international peoples into its curriculum, employment, and operational practices in an effort to promote global understanding, communication, competency, and relations. To be able to achieve this outcome is to deliver international curriculum, international programming, increasing international student enrollment, and provide opportunities for faculty, staff, and students in study abroad.

International Curriculum
As part of GEO 7 Jackson College offers several courses including Cultural Anthropology, World Literature, World Religions, International Relations, and multiple world language courses. As part of our application and acceptance of the Fulbright Program, Jackson College has been able to host a Portuguese language instructor for past four academic years. Jackson College will continue to offer Mandarin courses in Fall 2016. Both the Portuguese instructor and the Mandarin instructor have been guest lecturers in multiple courses across campus including Intercultural Communications and Cultural Anthropology. For Fall 2017, Jackson College will be applying for Fulbright visiting scholars who can teach in a variety of subjects.

International Programs and Events
The Global Student Organization (GSO), formerly the International Student Organization has grown from 24 members in Winter 2015 to 60 members in Winter 2016. The members include both international and domestic students. To counteract the effect of international student

isolation, the ISI at JC encourages all students to get involved in the GSO and to create shared cultural experiences. Of the 60 students involved in 2015, 30 were F-1 international students, 5 were permanent residents, 17 were domestic students and 8 were faculty/staff.

In Winter 2016, the College offered monthly Chinese Cultural BYOL sessions for faculty and staff. A total of 32 faculty and staff attended these sessions.

**International Student Recruitment**
As part of the Jackson College international student recruitment strategy, 16 additional contracts were signed with overseas recruiting agents in Winter 2016. The College has seen 25 applications from this source with 24 admitted for Fall 2016.

For 2015/16, Jackson College continued building relationships with main contacts from the recruitment tour of April 2015 in Brazil, Columbia, Ecuador, Panama, and Costa Rica. Due to global economic trends and political changes, the College will be redirecting its focus for fiscal ‘17 recruitment year. The College is continuing relationships with EducationUSA counselors, High School counselors, and embassy personnel in key recruiting countries.

For the Fall 2015 period the College received 60 applications. For the same time period, as of the date of this report, the College has received 159 applications for Fall 2016, with 85 of those applications complete with I-20 issuance. The College’s historical yield rate of students with I-20 issuance based on Fall 2014 and Fall 2015 has been 61%.

International student enrollment for Fall 2016 is expected to increase by 70% over Fall 2015 from 35 to 60. Increased international student enrollment can be seen in similar institutions that have made the investment in internationalizing and globalizing their campuses. International Student recruiting strategies that have led to the increase for Fall 2016 other than direct contact recruitment include Social Media, TOEFL list emails, updated communications between prospective students and staff, international mailings and a renewed international admissions website. The College’s overall international student maximum goal is 5% of the entire student body, or approximately 390 students. (The College’s International Recruitment Plan is attached as an appendix).

**Study Abroad**
During the FY ’16 academic year, the College offered 2 Study Abroad programs. Spring Break Ireland had a team of 13 students (both traditional and LTL students) and 1 faculty member. ProPath China had a team of 2 students and 1 faculty member. At the time of this report, only the Spring Break Ireland Student Evaluations were complete. Of those evaluations, 100% were positive for the second year in a row.

**International Partnerships**
International Partnership development is a key strategy to internationalization to the Jackson College Central Campus. These partnerships can be diversified and bridge multiple areas of internationalization. They create faculty and student exchange programs, develop international curriculum, promote international student recruitment and foster international programming on campus.
In FY ’16 the College invited multiple delegations to campus for partnership development forums. These delegations included representatives from China, India, Ireland, and the Netherlands. These forums have had a positive effect on the ongoing agreement process.

The College has signed an articulation agreement with Water Resources College in Guangdong, China. The agreement has been approved by the Guangdong Education Bureau and we are awaiting a launch date for fall 2016. We will partner on Advanced Manufacturing and Energy Systems Technology.

As part of our membership in the University of Toledo Consortium, Jackson College continue to develop articulation agreements with Chengdu Aeronautic Polytechnic in the areas of Advanced Manufacturing, Computer Information Systems and Automotive Technology. A new agreement is underway with Ningbo Polytechnic in the areas of International Business and Culinary Arts & Hospitality Management – the College is sending a team to Ningbo this fall to finalize this agreement and ideally establish a college partnership presence there.

**Institutional Performance Improvement Planning & Goals**

Numerous strategies have been implemented or are in process to improve the drivers and outcomes specific to student learning. Specifically, additional courses and programs focused on diversity and global issues are being explored as well as opportunities to infuse these elements into existing courses.

**International Curriculum**

The College requires GEO 7 “Understand and respect the diversity and interdependence of the world’s peoples and cultures” for all associate degree graduates.

Looking forward, the College is developing a plan for a global certification/endorsement option. Using best practices from other two year institutions, Jackson College will design a path that will include foreign language, study abroad, and other GEO 7 courses with an anticipated implementation date of Fall 2017.

In Winter 2016 the English Language Institute (ELI) 5-level program was approved formally approved through the curriculum committee. We just received official approval from the Student and Exchange Visitor Program (SEVP) as a English Language program provider which allows us to officially process I-20’s for our ELI program. As a result of this approval, we have seen an increase in student applications for the ELI program.

**International Programs and Events**

To increase international student satisfaction, retention, and engagement at the college, it is our intention to create event programming in conjunction with Student Life and at the Multi-Cultural Center that will work to engage international and domestic students at JC. International Education Week in mid-November will see the return of Lunch Around the World. In addition, Jackson College also be offers the JC’s Got Talent Show, World Flag Scavenger Hunt, and the International Student Institute/Multi-cultural Center Ping Pong Tournament. With the support of the Chinese Confucius Instructor and the ISI student workers, the GSO will continue to meet
weekly In addition to student programming, Jackson College will continue to offer the Chinese
culture/language monthly luncheons for Faculty and Staff.

In collaboration with Jackson College’s Foundations Oral History & Research Center Initiative,
the College will offer volunteer activities for international students. These volunteer activities are
meant to engage international students in the community and give them a sense of belonging.
The activities will include the following aspects of the initiative.
  • Archiving Jackson College’s historical collection
  • Creating projects/symposiums annually
  • Microfilm access for research and Jackson College papers
  Documenting the history of international students and faculty of Jackson College and the
effects it has had on the community.

International Student Recruitment
Ongoing recruitment strategies include the following:
  • Development of a comprehensive recruiting plan based on an analysis of Open Doors
data and current market trends;
  • Continued contract recruitment with overseas agents through ICEF (International
Consultants for Education and Fairs);
  • Continued social media recruitment through Facebook, Twitter, Instagram, YouTube,
Skype and various international pages;
  • Marketing previously translated recruitment materials on-line and in print. Continued
development of partnerships with community colleges and universities in Michigan;
  • Using our current and future Study Abroad opportunities to attract students and
familiarize key international markets with the Jackson College brand;
  • Continuing relationships with foreign high school and college advisors; and
  • Continue hosting delegations from foreign institutions and agencies to build stronger
relationships and confidence.

Study Abroad
Faculty-led programs facilitate student engagement while enriching a student’s educational
experience. We will continue to develop new affordable programs while developing marketing
and recruitment strategies.

To continue the support of Jackson College study abroad programming, we will continue to
update our website to include the Student Conduct Guidelines form, a general application form,
and faculty program proposal forms.

International Partnerships
This past year the college has continued to develop partnerships with Chinese and Indian
institutions. Moving forward, we will look towards partnerships in other potential markets to
expand and diversify. The Director of Entrepreneurship Program and our new business faculty
member will be representing the College in the International Business and Educations
Partnerships Development Program in Singapore and Indonesia in February 2017.

Areas of future growth also include the European, Middle Eastern, South East Asian, and
Central and South American markets. As part of developing our partnerships in these areas,
the ISI will respond to Request for Proposals (RFP) made available from our international member organization resources.

Conclusion

The College remains a leader of 2-year institutions in the state of Michigan on the path of internationalization of our institution. Given our dynamic student body, skilled faculty and staff, and competent leadership, Jackson College has seen a wide range of international opportunities develop over the last 12 months. Our campus flourishes with multicultural diversity and we are accelerating our international population and programming. The opportunities to build upon our current international student orientations, international curriculum, study abroad programming, and student events are vast. By connecting with our local community, multinational companies, governmental embassies and consulates, and intergovernmental agencies, the opportunities to delve deeply into issues such as globalization, sustainability, international political processes, and cultural integration and assimilation at various levels will only enhance the internationalization experience at Jackson College.

As evidenced by the information presented, there is a significant body of work underway across the institution attempting to address the myriad of drivers that affect the internationalization of our campus. Continued improvement to the key performance indicators are anticipated as JC continues to lead the way on internationalization.

Appendix:

JC International Student Recruitment Plan

I. INTRODUCTION AND RATIONALE

We live in a world of increasing political, economic, social, cultural, linguistic, environmental, and geo-strategic interdependence and complexity that requires educated citizens to have a global frame of reference. Therefore, Jackson College is committed to providing its students, faculty, and staff, as well as the community it serves, with cross-cultural experiences that develop mutual understanding and respect of cultural differences. This commitment includes recruiting a critical mass of international students to pursue academic studies at Jackson College.

International students are an important resource at JC, because they create educational and cultural experiences for our campus and community. For many U.S. students at Jackson College, international students provide the first close and extensive contacts with people from other cultures. These contacts are very important for the U.S. students as they begin the process of preparing themselves to be effective global citizens and leaders. International students can also enrich the educational experiences of the K-12 students in local schools through the development of various outreach programs at Jackson College. Additionally, international students contribute to the economic development of the local economy. During the 2014/15 academic year, international students and their
dependents contributed more than $30 billion to the U.S. economy, $1.3 billion to the Michigan economy, and $374,000 to the local economy in Jackson. ²

International student mobility trends are show the international student population in the United States continuing to grow. This can be attributed to expansions in government sponsored programs such in Kuwait, Qatar, Bahrain, and UAE. Keeping with the national trend, Jackson College plans to increase the number of international students studying at JC as a way of enhancing the global awareness of faculty and students: Moreover, the college remains committed to leading the path of internationalization on our campuses.

For these reasons, Jackson College is committed to providing U.S. students at JC, K-12 students in local schools, and the community at large with increased opportunities for educational, experiential exchanges, and contacts with international students on campus. This goal will be achieved by recruiting more international students to study at Jackson College.

II. Current Recruitment Strategies

“Success” in relation to the recruitment of international students is defined as having a steady stream of academically-qualified international students coming to an institution’s campus. Institutions that are successful at the recruitment of international students tend to have the following in common:

- Offer various forms of scholarships;
- Have English language programs;
- Have application and admission procedures that are easily understood and quick, and have steps/tools that are managed with relative ease;
- Utilize in-country alumni;
- Invest in a combination of recruiter agents and/or education consultants, on-site fairs, and school visits, partnership development, and exchange program agreements;
- Have developed pathway programs that combine English language and academic course preparation; and
- Are aggressively in-market on a personal level, as many cultures prefer to only collaborate with those they have met.

Drawing on these observations as well as the JC’s Strategic Plan, the ISI is currently using the following strategies for international student recruitment:

- Recruitment through international partnerships;
- Recruiter Agents through ICEF;
- Print Materials and On-line Materials;
- Travel to student recruitment fairs;
- On-line Promotion/Social Media;
- EducationUSA offices; and
- TOEFL name lists

The ISI is currently working on development of the following strategies:

- Development of short videos in collaboration with the Marketing Department;
- Development of an outreach network with recent international alumni;
- Establishment of brand marketing through Study Abroad partnerships.

• Participation in several initiatives including Study Michigan and MCCA’s Gateway program;
• Contact and visiting EducationUSA offices in target countries;
• Contact with government agencies/organizations i.e. Kuwait and the Embassy of Bahrain; and
• Targeting select regions/countries deemed as potential sources of students, based on IIE Open Doors statistics that indicate which countries are emphasizing international education with two year institutions and are sending students to the United States. These include China, India, South Korea, Vietnam, Canada, Turkey, Kuwait, Nepal, U.A.E, Bahrain, Mexico, Morocco, Spain, Uzbekistan and Costa Rica.

III. ENVIRONMENTAL SCANNING

Several factors that are beyond Jackson College’s control will affect its international student enrollment management plan. Some of the negative and positive factors are highlighted below.

A. Challenges/Threats

• According to NAFSA: Association of International Educators, “the U.S. is engaged in the global competition for the world’s best and brightest international students.” This global competition for talent stems not only from talent’s scarcity, but also from its mobility.
• According to World Education News and Review, U.S. institutions have increased competition from new education destinations like China. The global share of international students in the U.S. has decreased from nearly 23 percent in 2000 to 16 percent in 2012, despite large absolute gains.
• Countries that were once thought of as “sending countries” of international students to the U.S. are building their own higher education capacity and are encouraging students to stay home for their education. In China, India, Korea, and many other countries, the number of higher education seats at home has grown dramatically.
• Political changes and economic woes in previous key countries.
• Perceptions exist and are growing abroad that it is difficult for international students to obtain student visas to travel to the U.S.
• Budget shortfalls limiting recruitment efforts

B. Opportunities

• 2014/15 International student enrollment in the US increased by over 10% over the prior year
• According to IIE’s 2015 Open Doors Report, the 25 leading countries for sending students to study in the U.S. for undergraduate study in a descending order are: China, South Korea, Saudi Arabia, India, Canada, Vietnam, Japan, Mexico, Taiwan, Kuwait, Hong Kong, Indonesia, United Kingdom, Malaysia, Nigeria, Nepal, Turkey, Germany, France, Sweden, Colombia, Thailand, Brazil and Russia. The 2015 Open Doors statistics show that 31.2 percent of the international student enrollment at U.S. colleges and universities is credited to students from China, India (13.6 percent), South Korea (6.5 percent), and Saudi Arabia (6.1 percent) were the next three leading countries sending students to the U.S. Jackson College recruitment through partnerships focus on China, Vietnam, India and Brazil. JC’s direct recruitment efforts are focused on Mexico, Brazil, Columbia, Panama, Costa Rica, Ecuador, Turkey, Saudi Arabia, Bahrain, Kuwait, United Arab Emirates, Qatar, Spain, Portugal, and Morocco. JC’s agent recruitment efforts focus on Nepal, S.E. Asia, Eastern Europe, and Central and South America as a whole, the bulk of Jackson College’s strategic countries are among the top 25 leading countries for sending undergraduate students to study in the U.S.
• The five leading countries for sending students to study in Michigan are: China, India, Saudi Arabia, South Korea, and Canada, no change from 2014 Open Doors report.
• According to the 2015 Open Doors report Ann Arbor and Lansing are in the top 25 metropolitan areas hosting international students.

III. Enrollment and Budget

Table 1: Enrollment Projections: 2014/15 to 2018/19 Updated 07/18/2016

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<th>New Students</th>
<th>Outgoing students</th>
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*Outgoing students is based on 2 year cyclical rate
**Projected 5 year recruitment effort to increase student population by 2400%

Table 2: Fiscal Year 2016/17 Budget

<table>
<thead>
<tr>
<th>Fiscal Year 2016/17 Budget</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>International Recruitment Expense</td>
<td>$37,000</td>
</tr>
<tr>
<td>Recruitment &amp; Marketing Materials</td>
<td>$ 3,000</td>
</tr>
<tr>
<td>Total Annual Recruitment Budget</td>
<td>$56,000</td>
</tr>
</tbody>
</table>

Table 3: Four-Year Recruitment Budget Projection

<table>
<thead>
<tr>
<th>Four-Year Recruitment Budget</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>YEAR</td>
<td></td>
</tr>
<tr>
<td>2015/16</td>
<td>$30000</td>
</tr>
<tr>
<td>2016/17</td>
<td>$40000</td>
</tr>
<tr>
<td>2017/18</td>
<td>$55000</td>
</tr>
<tr>
<td>2018/19</td>
<td>$65000</td>
</tr>
<tr>
<td>Subject to be Discussed and Policy Reference:</td>
<td></td>
</tr>
<tr>
<td>---------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>6.1 Second Reading:</td>
<td></td>
</tr>
<tr>
<td>6.1.1 Monitoring Presidential Performance</td>
<td></td>
</tr>
<tr>
<td>6.1.2 Policy Governance</td>
<td></td>
</tr>
<tr>
<td><em>(BOARD POLICY: MONITORING: Policy Governance)</em></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Executive Summary:</th>
</tr>
</thead>
<tbody>
<tr>
<td>The enclosed policy is presented for the Board’s second reading consideration.</td>
</tr>
<tr>
<td>All input to-date from the Board of Trustees has been incorporated in the policy presented, and recommendations for changes are highlighted in color for ease of review. There have been no additional changes proposed since the previous board meeting wherein this policy was proposed for consideration.</td>
</tr>
<tr>
<td>The URL’s below may be helpful in referencing the existing policy.</td>
</tr>
<tr>
<td>Monitoring Presidential Performance</td>
</tr>
<tr>
<td>Policy Governance</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Resource Impact:</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Requested Board Action:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approval of revised policy recommendations.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action Taken:</th>
</tr>
</thead>
<tbody>
<tr>
<td>MOTION BY TRUSTEE HOFFMAN “To approve the Monitoring Presidential Performance and Policy Governance policies.” MOTION PASSED UNANIMOUSLY.</td>
</tr>
</tbody>
</table>
Policy Summary: Monitoring Presidential Performance

Monitoring executive performance is synonymous with monitoring organizational performance against the College’s strategic plan and board policies on ENDS, and executive limitations. The board will monitor performance in a manner so as to have systematic assurance of policy compliance, including accomplishment of ENDS. The formal evaluation of the president’s performance shall be conducted at the August board of trustees meeting. Consequently, the president’s contract year shall be established as Sept. 1 to Aug. 30. The purpose of executive monitoring is simply to determine the degree to which the president and CEO is fulfilling the board's expectations as set forth in its governing policies. Only information that enables the board to assess accomplishment of ENDS and compliance with executive limitations is considered relevant in the evaluation of the President/CEO.

The following guidelines shall be taken into considerations:

1. A given policy or ENDS goal may be monitored in one or more of the following ways.
   a. Internal Reports: Disclosure of compliance information to the board from the president. Internal reports include:
      i. Institutional data collection
      ii. Financial reports
      iii. Strategic planning reports
      iv. President’s quarterly reports
      v. CEO certification and executive limitation compliance
      vi. CEO and CFO audit certifications
      vii. Policy governance ENDS monitoring report
      viii. College balanced scorecard

   b. External Reports: Disclosure of compliance information by a disinterested, external auditor, inspector, judge, or another person or entities external to the institution, and who is selected by, and reports directly to the board. Such reports must assess CEO
performance only against policies of the board, not the external party, unless the board has previously indicated that party’s opinion to be the standard. External reports include:

i. Audit reports
ii. Licensing examination results
iii. Accreditation reports
iv. Transfer data
v. Michigan accountability data
vi. Federal accountability data

c. President’s Report: The president conveys to the board, in writing, policy interpretations, as well as compliance information, relevant to the policy under review. As appropriate in a given context, the president may present information to establish the reasonableness of his or her interpretation.

d. Direct board inspection: Direct board inspection involving discovery of compliance information by a board member, a committee or the board as a whole. This is an inspection of documents, activities or circumstances directed by the Board, which allows a test of policy compliance.

2. In every case, the board will judge whether (a) the president's interpretation is reasonable and (b) whether data suggests the president's interpretation demonstrates reasonable accomplishment of, or compliance with, board priorities and policies.

3. Interpretations determined by the board to be unreasonable, or data determined not to demonstrate reasonable accomplishment of or compliance with a board ENDS priorities and policies, as reasonably interpreted, will be subject to a remedial process or plan agreed to by the board.

4. All policies instructing the president will be monitored at a frequency and by a method chosen by the board. The board may choose to monitor any policy by any method at any time, but will ordinarily follow an annual review of each ENDS policy and related monitoring report.

5. Policies can be monitored by any method at any time, except each ENDS and executive limitations policy which will be monitored by the board at regularly scheduled times pursuant to a schedule agreed to by the board of trustees.

6. The board will have a formal evaluation of the president in August of each calendar year. The evaluation will be based primarily on a summary and review of the board's judgment of the president's performance, per the criteria outlined above, over the preceding twelve months.
Policy Summary: Policy Governance

The mission of all higher education institutions, including Jackson College, is to embrace the charge of imparting knowledge and experience, as well as enhancing the development and success of the whole learner. The College’s appraisal of its success with the aforementioned charge is obtained through the disciplined and regular collection and review of performance information, as part of the board’s policy governance structure. This appraisal is also vital for determining progress on the College’s strategic plan, identified action projects, quality improvement efforts, and ultimately, for making informed decisions.

As defined by John Carver, policy governance is an integrated set of concepts and principles that describes the job of the governing board. It outlines the manner in which the board can be successful in their servant-leadership role, as well as in their all-important relationship with the administration. Its approach to the design of the governance role is neither structural nor piecemeal.

Scope

This policy ensures, through evidence, that both the board and administration operate within the principles of policy governance.

Policy Statement

The board directs the president to provide the combination of community college site visitations, a monitoring reports, policy reviews, -and desk reviews as part of the board’s continuous improvement of its practice of policy governance. Site visits are to be conducted every three years; each monitoring report is reviewed annually and a complete review of the nature and structure of the board monitoring reports is conducted every five years. Specifics are outlined below:
1. Site visit: Every three years, the board of trustees will undertake a targeted evaluation of another community college that is making use of policy governance. The College will attempt to provide a site visit to a peer community college utilizing the policy governance methodology to serve as a benchmarking opportunity. Alternatively, the Board can meet with peers on other occasions to undertake the benchmarking process.

2. Desk review: Every year, as part of the board’s fall planning session, the board will conduct an analysis in print, online, or via another media, for benchmarking purposes, of a peer community college that uses policy governance methodology.

3. Policy review: Each year, the board will review its policy governance policies for currency and relevance to their responsibility as trustees according to Michigan law.

4. Governance structure review: Every five years, during the fall planning session, the board will undertake a fundamental review of the policy governance process in terms of its efficacy, continuous improvement interests, and achievement of its mission.

5. Board evaluation: Each year the board of trustees will engage in a self-evaluation regarding its adherence to the principles of policy governance.
TO: JC Board of Trustees  
FROM: Dr. Daniel J. Phelan, President

Subject to be Discussed and Policy Reference:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>6.2</td>
<td>Consideration of Special Liquor License Request</td>
</tr>
</tbody>
</table>

*(BOARD POLICY: EXECUTIVE LIMITATIONS: Communication and Counsel to the Board)*

Executive Summary:

The State of Michigan requires the Board of Trustees approve a resolution (included in your pack) for a special event license given that the College’s liquor license does not include off site locations.

More specifically, I bring forward the license request on behalf of the Jackson College Women’s Basketball Team for an off-campus fundraising event.

Resource Impact:

None

Requested Board Action:

Approval of Special Liquor License

Action Taken:

*MOTION BY HEINS* “To approve the request for a liquor license. **MOTION PASSED UNANIMOUSLY.**
The following checklist is intended to assist you in completing your Application for Special License. Make sure you read the entire application carefully prior to submitting your request to the Commission for consideration.

**Failure to submit your application and fees a minimum of 10 days prior to your event may result in no license being issued, pursuant to administrative rule R436.575.**

- **Payment for license(s)** - See page 2 of Instructions for Special Licenses for fee information.

**Part I of Special License Application** (Pages 4 and 5):

- **Detailed Diagram**
  - Diagram must contain the dimensions and how the area will be contained, secured and monitored to prevent sales to minors and sales to visibly intoxicated persons.

- **Church or School**
  - Is there a church or school located within 500 feet of the scheduled event?
    - ☑ Yes  □ No

- **Make sure both of the officer’s signatures are witnessed and notarized at the bottom of the application. The witness and notary must be two different people.**

**Organization Board Resolution** (Page 7):

- **Certified copy of the resolution of the membership or board of directors authorizing the application must accompany the application to the Commission, pursuant to R436.576. (Or a certified copy of the organizations minutes will be accepted)**

**Part II of Special License Application - Bond** (Page 8):

- **Verify information is correct on bond:**
  1. Complete name of organization must be stated.
  2. Address of event must be concise; include the city/township/village name of where the event is to be held.
  3. Verify that the effective date and hours that the event is to be held.
  4. **Make sure the bond includes both the signature of the officer of applying organization and the insurance agent. Also verify that the power of attorney is attached.**

*Note: No bond is required for church or school entities*

**Extras:**

- **If the event is being held on Sunday please complete section 8 on the Application for Special License (page 6)**
- **If the event will take place at a military installation or facility operated by the military, complete Part 7 on page 6.**
- **Escrow letter - If the event is taking place at a location where there is a liquor license currently issued.**
- **Concession Agreement - Required if organization is contracting with person(s) to operate food business within the event area.**
  (Please see the attached Concession Guidelines before submitting your agreement)
- **Non-Profit Papers - Must be submitted by any applicant who has not previously provided them to this office.**
Instructions for Special License
for Sale of Beer and Wine Only and/or Beer, Wine and Spirits
for Consumption on the Premises

***Application must be received by this office not less than 10 days before the date the license is desired. Failure to submit your application a minimum of 10 days prior to your event may result in no license being issued, pursuant to administrative rule R 436.575.

General Instructions: These instructions apply to Parts I and II of the Application for Special License, and Part III (when required). Each part of the Application for Special License also has more specific instructions which must be followed.

Organization Board Resolution - A certified copy of the resolution of the membership or board of directors authorizing the application must accompany the application to the Commission, pursuant to R436.576. (A certified copy of your organization's minutes may also be submitted)

The Licensing Process
To ensure timely processing, your complete application must be received 10 days before the date the license is desired. Failure to submit all of the necessary information and fees will delay the processing of your application.

Qualifying Organizations
A special license is issued only to non-profit organizations. If your organization has not previously provided proof of your non-profit status (i.e. Charter, Bylaws, Articles of Incorporation, IRS tax exempt verification, etc.), you must submit proof with this application. No organization, including its auxiliaries, may receive more than 12 Special Licenses during a calendar year. Applicants for a Special License must be at least 21 years of age.

License Period
A Special License is good for one day and contains the time period for which it is granted. One application may be completed for multiple dates as long as the event location is the same for all listed dates. A separate bond will be required if requested dates are not consecutive, and a separate license fee is required for each day of the event.

Location; Restrictions; Diagram Required; Enclosures

Church or School
A church or school within 500 feet of a proposed licensed location may object based on such location adversely affecting its operations. If a proper objection is filed, the Commission shall hold a hearing to determine whether the granting of the application will adversely affect the operation of the church or school. (Part 1, Section 6 of this application)

Military Installation
No Special License may be issued for locations on a military installation without the approval of the Armory Board of Control and the legislative body of the local governmental unit. Applicants who secure this approval must also agree to comply with all rules and regulations of the Department of Military Affairs, in addition to those of the MLCC.

Diagram Required
Applicants must provide a detailed diagram of the area to be licensed to both the MLCC and to the local law enforcement office (whose approval must be obtained in Part 1, Section 6 of the Application for Special License). The diagram must show a clearly marked area for sales and consumption of alcoholic beverages. If the area is a park, mall, fairground, church grounds, arena, campus, parking lot, vacant lot, etc., have your diagram show the actual dimensions and indicate how you plan to prevent sales to minors and sales to visibly intoxicated persons.

Licensed Location
If the location where you are requesting a Special License is currently licensed, please submit a letter from the licensee stating the license will be placed in to escrow on (event date) while the Special License is in effect (due to the fact that the two licenses cannot be in operation simultaneously) OR a diagram showing the area where the license will temporarily drop space in a portion of the building on (event date) for the Special License organization, and a letter from the licensee requesting the drop space.

License Fees
For Organizations established less than one year or are municipalities: $50.00 for each separate, consecutive day of the event. If the event is held on a Sunday and spirits will be served, an additional $7.50 Sunday Sales fee is required.

For Organizations established one year or more: $25.00 for each separate, consecutive day of the event. If the event is held on a Sunday and spirits will be served, an additional $3.75 Sunday Sales fee is required.

If alcoholic beverages are served prior to noon on Sundays, an additional $160.00 is required.

The fees must be paid by check, bank/postal money order (made payable to the "State of Michigan/MLCC" or by credit card, using the attached Credit Card Authorization Form LCC-3063.

LCC-3510 (Rev 10-15) LADA is an equal opportunity employer/program. Auxiliary aids, services and other reasonable accommodations are available upon request to individuals with disabilities.
Application Requirements

(Part I)
This form is required for a Special License. The application must be signed by the President and Secretary of the organization, witnessed and notarized (must be two separate individuals and the date notarized must be included). The local police or sheriff (who has primary jurisdiction) must approve the Application for Special License before it is sent to the Commission for consideration. Please allow sufficient time for consideration of the application by the local law enforcement agency.

Enclosures
Diagram - The MLCC must receive a diagram (described on the preceding page) with the application before it will be considered for approval.

Sunday Sales
If the event is to be held on a Sunday and spirits are to be sold (or sales will commence prior to noon), you will need to verify that there are no local prohibitions; if there are, the permit will not be granted. If alcoholic beverages are served prior to noon on Sundays, an additional $180.00 is required.

Bond (Part II)
A 60-day acceptable bond is required with each application. Multiple bonds may be required if the dates requested are not consecutive. This bond section is to be completed by a bonding/insurance company. Attach the original bond (with Power of Attorney form) to Part I of the application. The bonding company and applicant should both keep a copy. (The President or Secretary of the organization must also sign this bond). Bonding company must attach Power of Attorney to the Bond.

Local Legislative Body Approval (Part III)
If the event is to be held on a military installation, the legislative body of the governmental unit wherein the installation is located must also approve the application. Part III of this application package must be completed and signed by the clerk.

Disbursements of Profits
Only a nonprofit organization may apply for a Special License. All profits derived from the sale of alcoholic beverages must go to the organization itself and not to any individual, pursuant to R436.574.

If you are holding a fund-raiser for another organization, then a letter from that organization must be submitted with this application indicating that it will receive the proceeds. Within 15 days following the event, your organization must file with the Commission, an accounting statement showing receipts and other disbursements in connection with the event.

Buying Alcoholic Beverages for Resale
All distilled spirits (whiskey, gin, vodka, etc.) must be purchased from a State of Michigan SDD licensee at the established retail price (no discounts).

Beer and wine must be purchased from either a State of Michigan SDM retail licensee or a licensed wholesaler.

B.Y.O.B.
Do not allow B.Y.O.B. (Bring Your Own Bottle) at your event.

Unlimited Quantity of Alcohol
Do not sell, offer to sell, or advertise the sale of unlimited quantity of alcoholic beverages at a specific price.

Hours of Operation
Weekdays and Saturdays - Beer, wine, and spirits may be sold from 7:00 a.m. to 2:00 a.m. of the next day, provided that the sale of spirits is legal in the governmental unit where the license is desired.

Sundays - Legal hours of sale on Sundays are from 7:00 a.m. until 2:00 a.m. of the next day provided the sale of alcoholic beverages on Sunday is legal in the governmental unit and a permit has been issued by the Commission.

Food Operation
Organizations that contract with other persons to operate a food business on the special licensed premises must provide a copy of the Concession/License Agreement for review and approval pursuant to R436.1433. (See Concession Requirements for reference)

Compliance with Liquor Control Code and Administrative Rules
Organizations receiving a Special License must comply with the laws of the State of Michigan and the rules of the MLCC regarding the sale, furnishing and consumption of alcoholic beverages. Organizations receiving a Special License are responsible for ensuring that all those who will be selling and serving alcoholic beverages are familiar with and will follow the state’s liquor laws and rules of the Commission.

An applicant receiving a Special License shall comply with all state and local building, plumbing, zoning, sanitation, and health laws, rules and ordinances as determined by the state and local law enforcement officials who have jurisdiction over the license, pursuant to R436.1003.
Application for Special License for Sale of Beer and Wine Only or Beer, Wine and Spirits for Consumption on the Premises

1. Application for  ☐ Wine Auction  ☐ Beer & Wine Only  ☐ Beer, Wine & Spirits

2. Has your organization previously received a special license?  ☐ Yes  ☐ No

3. When was your organization formed? (mm/dd/yyyy): 1928

4. Applicant and Contact Information

   Name of applicant organization: Jackson College

   Street Address, City, State, Zip Code: 2111 Emmons Rd, Jackson, MI, 49201

   Contact name: Heather Brown
   Phone number: 5172066397

   E-mail address: heatherbrown33@me.com
   Fax number: 5177968624

   Provide a name and address of where the special license should be mailed, if not to the organization address listed above:

5. Event Information - Attach a copy of your resolution or minutes from the meeting for your application to be considered

   Application must be received by this office not less than 10 days before your event date. Failure to submit your application a minimum of 10 days prior to your event may result in no license being issued, pursuant to administrative rule R 436.575.

   Event date(s) and the hours of operation for each:
   Saturday, November 12, 2016

   Describe the type of event(s) being held for each date requested:
   Fundraiser for team sport.

   Location Name: Our Lady of Fatima Banquet Hall

   Street Address: 911 Napoleon Rd, Michigan Center, MI

   This location is in the (city, incorporated village or township) of: Leoni
   County of: Jackson

   Is this event for a Millionaire Party?  ☐ Yes  ☐ No

   If yes, have you obtained a Millionaire party license from the Michigan Gaming Control Board?  ☐ Yes  ☐ No

   Will this event be held outdoors?  ☐ Yes  ☐ No

   What are the dimensions of the proposed total area (indoors or outdoor)? _______ feet by _______ feet.

   What is the type and height of the barrier that will be used to enclose the area? NA

   Describe the type of security that will be used for the event(s) and how they will be utilized to secure and monitor to prevent sales to minors and sales to visibly intoxicated persons.

   All people who buy tickets to attend will be carded, and must be 21 years old or older.

   In addition to the questions above it is your responsibility to submit a clear/legible diagram that contains the dimensions of the area, and how it will be contained and secured.
Application for Special License for Sale of Beer and Wine Only or Beer, Wine and Spirits for Consumption on the Premises

All applicants - We certify that all profits derived from the sale of beer, wine and/or spirits will go to the organization and not to any individual. We further certify that the statements made are true. We further agree to abide by all provisions of the Liquor Control Code and Administrative Rules; that any license issued by the Commission is a contract subject to suspension or revocation by the MLCC, that there shall be no liability on the part of the State of Michigan, the MLCC, or any of its officers or employees by reason of such suspension or revocation, and that the granting of the license does not create a vested right.

President (Print and sign name)  Dr. Daniel J. Phelan  [Signature]
Home address, city, state, zip code  135 Wickwire Rd, Jackson, MI 49201

Witness (Print and sign name)  [Signature]
***Notary and Witness must be two separate people***

Notary (Print and sign name)  Sara Johnson  [Signature]
Notary public, State of Michigan, County of Lenawee
My commission expires  Feb 6, 2021  Acting in the County of Jackson

Secretary (Print and sign name)  Sara Johnson  [Signature]
Home address, city, state, zip code  5278 Thames Ct, Jackson, MI 49201
Witness (Print and sign name)  [Signature]
***Notary and Witness must be two separate people***

Notary (Print and sign name)  [Signature]
Notary public, State of Michigan, County of Hillsdale
My commission expires  [Signature]  Acting in the County of Jackson

6. Church or School
Is the proposed location within 500 feet of a church or school?  X Yes  C No

I, the authorized representative of the named church and/or school, state that we have no objection to the issuance of a special license to the applicant organization at the location entered on the resolution.

Name of of church and/or school:

Name of clergy member or superintendent:

Street Address, City/Village/Township, Zip Code:

Phone number:  ___________________________  Email address:  ___________________________

Signature and date of the authorized church clergy member and/or school superintendent: [Signature]  8/11/16

Please Note: The Commission has the sole and only right to grant or deny this application
Part I - Continued

Application for Special License for Sale of Beer and Wine Only or Beer, Wine and Spirits for Consumption on the Premises

7. Military Installation

Is the proposed location at a military installation or a facility operated by the military?  ☐ Yes  ☐ No

If you answered “yes,” you must also complete and submit the local government resolution in Part III of this application package.

Military Agreement Number: __________________________________________________________

We understand the granting of this license and operation under such license are subject to all regulations of the Department of Military Affairs, the provisions of the Liquor Control Code and MLCC Administrative Rules

8. Sunday Sales

Will this event be held on a Sunday?  ☐ Yes  ☐ No

If you answered “yes,” section 1113, being MCL 436.2113(2), requires that proceeds received from the sale of food and other goods and services will exceed 50% of the total gross receipts on your event date.

Will your event commence prior to noon?  ☐ Yes  ☐ No

If yes, verify that your local unit of government allows early morning sales of alcohol on Sundays and enclose $160.00

Will your event include the sale of spirits?  ☐ Yes  ☐ No

If yes, verify that your local unit of government allows sales of spirits on Sundays

9. Police Approval - The agency with primary jurisdiction where the event is held must complete this section

I certify that I have investigated the application of this organization for a Special License for the sale of beer and wine or beer, wine and spirits for consumption on the premises and approve the issuance of a license by the Michigan Liquor Control Commission.

Name of law enforcement agency: Blackman-Leoni Public Safety

Name and title of approving officer (please print): ____________________________________________

Signature and date of approving officer: _________________________________________________

Phone number of approving officer: ____________________________________________________

E-mail of approving officer: ___________________________________________________________
Certified Resolution of the Membership or Board of Directors Authorizing the Application for Special License

(Authorized by R436,576)

At a ______ Regular ______ meeting of the ______ Board of Trustees ______
(regular or special) (membership or board of directors)
called to order by ______ Samuel Barnes ______ on ______ August 8, 2016 ______
(date) (time)

the following resolution was offered.
Moved by ______ Trustee Matthew Heins ______ and supported by ______ unanimous ______
that the application from ______ Jackson College ______
(name of organization)
for a special license to serve alcohol on ______ November 12, 2016 ______
(event date(s))
to be located at ______ Our Lady of Fatima Banquet Hall, 911 Napoleon Rd, Michigan Center, MI 49254 ______
(physical address of event location - include location name, street address, city, state, zip code)

It is the consensus of this body that the application be ______ recommended ______ for issuance.
(recommended or not recommended)

Approval

Yees: ______ 6 ______
Nays: ______ 0 ______
Absent: ______ 1 ______

I hereby certify that the foregoing is true and is a complete copy of a resolution offered and adopted by the ______ Jackson College ______
Board of Trustees ______
at a ______ Regular ______ meeting held on ______ August 8, 2016 ______
(date)

Name and title of authorized officer (please print): ______ Daniel Phelan ______ President ______
Signature and date of authorized officer: ______ Daniel Phelan ______ 08.11.16 ______
Phone number and e-mail of authorized officer: ______ 517-796-8443 ______ dphelan@jccmi.edu ______
Bond of Special License for Sale of Beer, Wine and Spirits for Consumption on the Premises
(Authorized by MCL 436.1801(1)(b))

PART II

***NOTICE: Bonding Company must attach power of attorney to this form

Applicant Information

Name of Organization:
Jackson College

Location name and address (street name, city/village/township, zip code and county) where event is to be held:
Our Lady of Fatima Banquet Hall 911 Napoleon Rd. Michigan Center, Leonil, 49254

Know all men by these presents, that the above applicant, as principal,

and Western Surety Company

have been authorized to do business in the State of Michigan, as surety, are held and firmly bound unto the People of the State of Michigan in the sum of One Thousand ($1,000.00) dollars, to the payment whereof, well and truly to be made we bind ourselves, our heirs, executors, administrators, successors and assigns, firmly by these presents.

Sealed with our seals and dated this (date and year)

Now therefore the condition of this obligation is such that if the principal shall well and truly keep and perform all and singular the terms and conditions of this contract of license and/or permit and permits, and any modifications thereof, together with all and singular the obligations imposed by the Michigan Liquor Control Code of 1998, as amended, and will comply with all the rules and regulations promulgated by the Liquor Control Commission, and will pay all fines, costs and/or penalties that may be imposed upon him for violations of this Act and/or for violations of the rules and regulations promulgated by the Liquor Control Commission and Conditioned further, that if the said principal will not directly or indirectly, by the principal, clerk, agent or servant of the principal at any time, sell, furnish, give or deliver any alcoholic liquor to a minor, nor to any adult person who is at the time visibly Intoxicated, and that if the said principal will pay all actual damages that may be adjudged to any person or persons for injuries inflicted upon such person or persons either in person or in property of means of support or likewise, by reason of the said principal, selling, furnishing, giving or delivering any such alcoholic liquor, then this obligation shall be void; otherwise to remain in full force and effect.

And the obligors, for themselves, their heirs, executors, administrators, successors or assigns do further covenant and agree with the State of Michigan as follows:

That this bond shall be in effect for a period commencing at 7:00 a.m. on (date):

if accepted by the Liquor Control Commission, and shall remain in full force and effect until 60 days after the date of receipt by the Michigan Liquor Control Commission at Lansing of the expired license, at which time it shall terminate as to all acts on the part of the principal subsequent to said date, excepting as may be set forth in this bond, or otherwise limited by law and the rules and regulations of the said Liquor Control Commission. If the effective date of the bond is not filled in, the date of execution shall be effective date of the bond.

That all rights and liabilities under this bond shall be governed, controlled and fixed by the terms thereof, and by the law and the regulations made pursuant thereto as the same now exists or may hereafter be modified, amended or supplemented.

Witness our hands and seals this (date and year):

Signature of Officer of Special License Applicant

Printed (or typed) name of officer and title

Attorney-in-fact (print or type name)

Attorney-in-fact Signature

Name of Surety Company Western Surety Company

Address and phone of Surety Company P.O. Box 5077 Sioux Falls, SD 57117-5077 (605)336-0850
Local Legislative Body Resolution for Special Licenses on Military Installations Only

[Authorized by MCL 436.1519]

PART III

At a ______________________ meeting of the ______________________
(regular or special) (township board, city or village council)

called to order by ___________________________________________ on __________ at __________
(date) (time)

the following resolution was offered.

Moved by ___________________________________________ and supported by ______________________

that the application from ___________________________________________
(name of organization)

It is the consensus of this body that the application be ______________________ for issuance.
(recommended or not recommended)

Approval

Yeas: __________
Nays: __________
Absent: __________

I hereby certify that the foregoing is true and is a complete copy of a resolution offered and adopted by the ______________________
at a ______________________ meeting held on ______________________
(regular or special) (date)

Print and sign name of clerk: ___________________________________________

Street Address, City, Zip Code: ___________________________________________

Phone number and e-mail address: _________________________________________
Michigan Department of Licensing and Regulatory Affairs
Liquor Control Commission (MLCC)
Constitution Hall - 525 W. Allegan, Lansing, MI 48933
Mailing Address: PO Box 30005, Lansing, MI 48909
Toll Free (866) 813-0011 • www.michigan.gov/lcc

Notice to Special Licensees
(Authorized by Act 58, P.A. of 1998)

Like any other licensee of the MLCC, Special Licensees are responsible for following the Liquor Control Code and the MLCC Administrative Rules. Organizations any persons who are running the events should take time to familiarize themselves with the rules that govern the sale of alcoholic beverages. Failure to comply may lead to steep fines and penalties as well as causing dangerous situations to develop.

The following is a synopsis of some important laws and rules. The list is not all inclusive but it will assist you in maintaining a legal and successful operation at your event. Do not take a chance on violating the law or rules. If in doubt about the legality of any activity or function for your event, call your local police department or the closest Liquor Control District Enforcement office (located in Southfield, Lansing, Grand Rapids and Escanaba).

Questions can also be answered at the MLCC Special License unit. You may purchase a copy of the Liquor Control Code and MLCC Administrative Rules by submitting to the address printed above, a check or money order for $15.00 made payable to the State of Michigan/MLCC. The Code and Rules are also available for download from the MLCC web site at www.michigan.gov/lcc.

Purchases
All your alcoholic beverages must be purchased from an MLCC licensee. Do NOT permit BYOB (bring your own bottle) at your event. Do not sell, offer to sell or advertise an unlimited quantity of alcoholic beverages for a single price.

Profits
Do not permit any person, organization or business entity, other than the licensee, to receive any profit or loss from the sale of alcoholic beverages.

Gambling/Contests
Do not allow gambling other than that what is legal under the state lottery and gaming laws. You must obtain a license for legalized gambling from the State Lottery Commission and or the Michigan Gaming Control Board. Ensure that any contests are of a legal nature, and they do not violate any state laws.

Minors
Do not allow anyone who is less than 21 years old to purchase or consume alcoholic beverages. Ask for identification and examine it closely.

Employment of a minor under the age of 18 must be in accordance with the Youth Employment Standards Act of June 1, 1978, being MCL436.1707.

Intoxication
Always watch for signs of intoxication and limit sales. Do no allow anyone who is intoxicated to purchase or consume alcoholic beverages, or to loiter or congregate on the licensed premises.

Legal Hours
Do not sell alcohol other than beer or wine, on Sundays, unless you have been licensed by the Commission to do so. Do not sell any alcohol between 2:00 a.m. and 7:00 a.m. weekdays and 2:00 a.m. and 7:00 a.m. on Sundays without an AM Sunday Sales Permit. Do not allow consumption of alcohol between 2:30 a.m. and 7:00 a.m. on weekdays and 2:30 a.m. and 7:00 a.m. on Sundays with an AM Sunday Sales Permit. Do not sell alcoholic beverages between 11:59 p.m. on December 24 and 1:00 Noon on December 25.

Licensed Premises
It is your responsibility to control and properly police the area where the alcoholic beverages are being sold and consumed. Do not permit persons to carry their alcoholic beverages outside the area approved for consumption. If your event is near a residential area, make sure your guests do not disturb or intrude on your neighbor's property.

Other Rules
It is your responsibility to comply with all state and local building, plumbing, zoning, sanitation, and health laws, rules and ordinances as determined by the state and local law enforcement officials who have jurisdiction over the licensee, pursuant to MAC 436.1003.

Cooperation
It is your responsibility to cooperate with all law enforcement officers. Do not allow within or upon the licensed premises any illegal occupation or illegal act.

Remember:
- All codes and rules which apply to a regular licensee of the commission who sells alcoholic beverages for consumption on the premises also apply to a special one-day licensee.
- Violations of any of the Codes and MLCC Administrative Rules, or any other regulations governing the sale of alcoholic beverages for consumption on the premises or the provisions of the liquor control code may result in a stop being placed against your organization for issuance of any additional special licenses.

PLEASE KEEP THIS NOTICE AND POST IT WITH YOUR LICENSE ON THE PREMISES DURING THE HOURS OF OPERATION
Concession Agreement Requirements
(Authorized by MCL 436.1433 and 436.1023)

Organizations that contract with other persons to operate a food business on the special licensed premises must provide a copy of the Concession/License Agreement for review by the Commission.

The agreement must include:

- The time span of the agreement.

- Language that the licensee shall receive all profits from the sale of alcoholic beverages and that the licensee will purchase all alcoholic beverages from an authorized source.

- Provision that the licensee shall maintain control and responsibility for the actions of all persons or employees operating the concession business as they relate to the Liquor Control Act and Rules or violation of the Act and Rules.

- Provision that the licensee shall retain control over all portions of the licensed premises.

- Licensee needs to be the non-profit organization.

In addition, the agreement must be based on the stipulation that you are merely granting the concessionaire the right to use the facilities and are not leasing or renting any portion of the premises, such as the kitchen for food concession agreements.

Before you sign any concession agreement it must be reviewed by the Commission.

Your application will not be considered until your agreement is found to be acceptable and an executed copy is resubmitted.
TO: JC Board of Trustees  
FROM: Dr. Daniel J. Phelan, President

Subject to be Discussed and Policy Reference:

6.3 Consideration of Program-Based Tuition Rate

(BOARD POLICY: EXECUTIVE LIMITATIONS: Communication and Counsel to the Board)

Executive Summary:

The Second Chance Pell (SCP) program is progressing nicely with staff working closely with the Michigan Department of Corrections and the U.S. Department of Education. We intend to initiate SCP courses beginning this fall semester.

Because this is a different audience, with specific venues outside of our traditional service area, I wanted to review this effort with the board, with specific discussion about program related to tuition and fees.

The attached memorandum offers our SCP proposed tuition and fees.

Resource Impact:

None

Requested Board Action:

Consideration of Program-Based Tuition Rate

Action Taken:

MOTION BY HOFFMAN “To approve the request for a liquor license. ROLL CALL VOTE: TRUSTEES HOFFMAN, CRIST, BARNES, HEINS, MATHEIN AND LAKE VOTING AYE. MOTION PASSED UNANIMOUSLY.”
Memo

To: Dan Phelan, President
From: Darrell R. Norris, Vice President of Finance
Date: 08/08/2016
Re: 2ND Chance Pell Grant Initiative (SCP)

Tuition & Fees: The College administration proposes charging tuition & student service fees in accordance with the in-district and out-district rates as adopted by the Board of Trustees in fiscal year 2017 operating budget.

- SCP in-district tuition rate of: $135 per BCH (Same rate as current In-District Students).
- SCP out-district tuition rate of: $195 per BCH (Same rate as current Out-of-District Students).
- SCP Student Service Fee of: $40 per BCH (Same rate as current Jackson College Students pay).
- SCP Course Related Materials $8 per BCH (This fee is not charged uniformly to other Jackson College students).

Budget / Billing Contact Hours (BCH): Early estimations indicate the College will experience an increase in BCH due to this program. We have been assigning temporary resources to help this initiative to get started. The administration will bring a proposed budget amendment to the board for their consideration that will include detailed enrollment estimations and resource allocations at a later date.
TO: Jackson College Board of Trustees  
FROM: Dr. Daniel J. Phelan, President  

**Subject to be Discussed and Policy Reference:**

<table>
<thead>
<tr>
<th>7.1</th>
<th>First Reading</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.1.1</td>
<td>Delegation to the President</td>
</tr>
<tr>
<td>7.1.2</td>
<td>President’s Job Description</td>
</tr>
</tbody>
</table>

*(BOARD POLICY: MONITORING: Policy Governance)*

Enclosed are policies presented for your initial, first reading consideration. Where possible, I have conducted a benchmarking review of peer institutions that utilize policy governance, and noted recommendations for change.

Proposed changes are indicated in color. The following URL’s may be helpful to you in referencing existing board policies.

Delegation to the President  
Presidents Job Description

**Resource Impact:**

None

**Requested Board Action:**

Consideration of advancing the policies to the second reading.

**Action Taken:**

Policies moved to second reading status.
Policy Governance Domains

Board Policy

<table>
<thead>
<tr>
<th>Policy Type:</th>
<th>Board-Staff Relations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy Title:</td>
<td>Delegation to the President</td>
</tr>
<tr>
<td>Policy Number:</td>
<td>0101</td>
</tr>
<tr>
<td>Date Adopted:</td>
<td>11/1/1994</td>
</tr>
<tr>
<td>Version:</td>
<td>4.0</td>
</tr>
<tr>
<td>Review Cycle:</td>
<td>Annually</td>
</tr>
<tr>
<td>Date Last Reviewed:</td>
<td>9/8/2014</td>
</tr>
<tr>
<td>Office Responsible:</td>
<td>President’s Office</td>
</tr>
<tr>
<td>Reviewing Committee:</td>
<td>Board of Trustees</td>
</tr>
<tr>
<td>Related Policies:</td>
<td>President’s Job Description</td>
</tr>
<tr>
<td>Related Laws:</td>
<td></td>
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</table>

Policy Statement: Delegation to the President

All board authority delegated to staff is delegated through the president, so that all authority and accountability of staff, as far as the board is concerned, is considered to be the authority and accountability of the president.

Thus, the board must abide by the following guidelines:

1. The board will direct the president to achieve certain results through the creation and implementation of ENDS policies. The board may limit the latitude the president may exercise in practices, methods, conduct and other means through establishment of executive limitations policies.

2. As long as the president uses any reasonable interpretation of the board's ENDS and executive limitations policies, the president is authorized to establish all further institutional policies, make all decisions, take all actions, establish all practices and develop all activities.

3. The board may change its ENDS and executive limitations policies, thereby shifting the boundary between board and presidential domains. By so doing, the board changes the latitude of choice given to the president. However, as long as a policy is in effect, the board will respect and support the president's decisions that conform to that policy.

4. Only decisions of the board, acting as a body, are binding upon the president.

   a. Decisions or instructions of individual board members, officers, or committees are not binding on the president except in rare instances when the board has specifically authorized such exercise of authority.

   b. If board members or committees request information or assistance, without Board authorization, the president can refuse such requests that require, in the President's
judgment, a material amount of staff time, or funds, or that cause a disruption.

5. The president shall apply to the board for a waiver of a board policy if the president deems a waiver is in the best interest of the College. A waiver, if granted, shall apply to the specific instance only.
Policy Statement: President’s Job Description

The president is the chief executive officer (CEO) of the College. The president is the board's single official link with the operating organization. The president is accountable to the board acting as a body. The board will instruct the president through written policies that delegate implementation to the president. The president's performance will be considered synonymous with the organizational performance of the College as a whole.

The president's responsibilities can be summarized as mandatory performance in three areas:

1. Organizational accomplishment of the board's policies on ENDS.
2. Achievement of the College’s strategic plan.
3. Organizational operation within the boundaries established by board policies on executive limitations.
TO: Jackson College Board of Trustees  
FROM: Dr. Daniel J. Phelan, President  

Subject to be Discussed and Policy Reference:

<table>
<thead>
<tr>
<th>7.2 President’s Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.2.1 Legislative</td>
</tr>
<tr>
<td>7.2.2 College Items</td>
</tr>
</tbody>
</table>

*(BOARD POLICY: EXECUTIVE LIMITATIONS: Communication and Counsel to the Board)*

I will provide an update of significant legislative matters as well as major college initiatives and a review of upcoming events. As discussed, updates related to the Foundation and JPEC will be quarterly or as needed if significant issues arise.

Resource Impact:

None

Requested Board Action:

None

Action Taken:

None
Friday, November 18 2016
8:30am – 3:30pm

Henry Center for Executive Development
Michigan State University
3535 Forest Road, Lansing MI 48910

TRUSTEE LEADERSHIP INSTITUTE

What makes a great trustee, great? And, what makes an exceptional community college board, exceptional? In the current environment of intense competition, increasing calls for accountability, thinner operating margins, and an expanding regulatory framework, the role of the trustee in this rapidly changing eco-system has become not only more complex, but essential for board effectiveness.

But how do we, as trustees, advance the work of our boards? It is incumbent on every trustee to understand both the concrete responsibilities of being a trustee and the many nuances of effective trusteeship. What are the most important responsibilities of a board? What questions should we be asking as a board? How do we ensure an effective decision making process? What tools and practices are being adopted by other high performing boards? Join us for this highly interactive session to explore these issues with other trustee leaders across the state.

SESSION OBJECTIVES:

• Crystalize what makes a great trustee, great.

• Deepen our understanding of the key responsibilities of the nonprofit board.

• Explore the best practices of high performing community college boards and how you can bring them into your boardroom.
Susan Meier, Principal at Meier and Associates and Senior Governance Consultant with BoardSource, brings over 28 years of governance and nonprofit experience to her work. From 2004 to 2011, Susan served as the vice president of consulting and training for BoardSource, the nation’s premier governance resource for nonprofit organizations. She works collaboratively with nonprofit executives and board leadership to identify governance challenges and opportunities and to implement proven strategies to address a broad array of governance issues.

Much of Susan’s work has focused on increasing board engagement, board/staff relations, and leadership transitions. Specifically, she engages boards in a deeper understanding of roles and responsibilities, effective fundraising, strategic and generative thinking, concrete ways to maximize board meetings, and addressing culture and dynamics in the boardroom. Susan also has extensive experience in facilitating sensitive and important conversations and in helping boards build on their strengths to become higher performing boards.

Susan works with all types of nonprofit organizations. She has also served as guest faculty for the Kellogg School of Management Nonprofit Executive Education program, American University, George Washington University, and the Issues in Nonprofit Governance Conference hosted by Georgetown Law, the IRS and Independent Sector. In addition, Susan has served on a number of boards of directors and currently serves on the Ripon College Board of Trustees.

Cost: $250
PARTICIPANTS CAN REGISTER VIA OUR WEBSITE AT www.mcca.org
ACCT is seeking trustees to serve on its board committees.

Network and interact with trustees and leaders from around the country.

Take part in the governance of a national association.

Use your expertise to contribute to community college issues.

Help craft federal legislative priorities.

ACCT Committees

Diversity Committee

Finance and Audit Committee

Governance and Bylaws
Committee
Member Communications and Education Committee
Public Policy and Advocacy Committee

Click here for committee descriptions.

Your participation must be supported by your member institution. Along with your submission, please include a letter of nomination from your board, confirming their support for your participation and any related travel expenses.
Please review the following list of JC & Community Events where your participation is encouraged.

- **JC Foundation Fundraiser: Starry Starry Night Across America**
  Friday, August 26, 2016
  6pm
  Potter Center Snyder Dining Commons

- **Red Cross Blood Drive**
  Wednesday, September 21, 2016
  10am – 4pm
  Potter Center Second Floor Lobby Area

*Tickets are often required to these events so please RSVP to Sandra Phelan at 796-8473 at your earliest convenience.*
TO: Jackson College Board of Trustees  
FROM: Dr. Daniel J. Phelan, President

Subject to be Discussed and Policy Reference:

<table>
<thead>
<tr>
<th>8.0 Closed Session</th>
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<tbody>
<tr>
<td><strong>(BOARD POLICY)</strong>: EXECUTIVE LIMITATIONS: Communication and Counsel to the Board</td>
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</tbody>
</table>

Executive Summary:

As provided by Public Act §15.268, Section 8, sub-sections (a) to consider a periodic personnel evaluation of a public officer and (c) for purposes of discussing negotiations of union collective bargaining agreements.

I hereby request closed hearing at this time for the above purposes. I anticipate this discussion to take about 30 minutes. This requires an individual vocal affirmation.

Following the closed session the Board will need to return to open session and declare such thru a vocal individual affirmation.

Resource Impact:

None

Requested Board Action:

None

Action Taken:

**MOTION BY TRUSTEE CRIST** “To move into closed session for the purpose of discussing contract negotiations.” **ROLL CALL VOTE:** TRUSTEES HOFFMAN, CRIST, BARNES, HEINS, MATHEIN AND LAKE VOTING AYE. MOTION PASSED UNANIMOUSLY. The Board moved into closed session at 7:09PM.

**MOTION BY TRUSTEE HOFFMAN** “To move back into open session”. TRUSTEES HOFFMAN, CRIST, BARNES, HEINS, MATHEIN AND LAKE VOTING AYE. MOTION PASSED UNANIMOUSLY. The Board reconvened to open session at 7:37PM.
### Subject to be Discussed and Policy Reference:

<table>
<thead>
<tr>
<th>9.0</th>
<th>Trustee Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><em>(BOARD POLICY: EXECUTIVE LIMITATIONS: Communication and Counsel to the Board)</em></td>
</tr>
</tbody>
</table>

### Executive Summary:

This time has been set aside for Trustee’s to share any remarks they would like related to the President’s evaluation.

### Resource Impact:

None

### Requested Board Action:

None

### Action Taken:

None