



FALL PLANNING SESSION OF THE BOARD OF TRUSTEES

Jackson College

Central Campus, George E. Potter Center, 2nd Floor,
Boardroom

11.17.23

The Fall Planning Session of the Board of Trustees of Jackson College was held on Friday, 11.17.23, 8:00am, at the Central Campus of Jackson College, George E. Potter Center, 2nd Floor, Boardroom.

Board Members Present: Chairman John Crist, Vice-Chairwoman Sheila Patterson, Trustee Donna Lake, Trustee Matt Heins, Trustee Philip Hoffman, and Trustee Teshna Thomas

Board Member Absence: Trustee Christopher Simpson

Others Present Include: Dr. Daniel Phelan, Keith Everett Book, Cindy Allen, Jason Valente, Bill Abbott, John Globoker, Ashley Van Heest, and Heather Ruttkofsky.

Chairperson John Crist called the meeting to order at 8:00AM Eastern Standard Time and welcomed Teshna Thomas.

DECLARATION OF CONFLICT OF INTEREST

There were no conflicts of interest expressed by Trustees for items appearing on the agenda for the meeting.

NEW TRUSTEE ATTESTATION

On 11.08.23, the Board of Trustees voted to appoint Teshna Thomas to fill a vacant seat with an unexpired term through 12.31.24.

To officially undertake the work of the Board as a Trustee, the Board asked for Teshna Thomas' complete review, understanding, and commitment to the Board's Code of Conduct: *The Jackson College Board of Trustees expects of itself and its members ethical, business-like and lawful conduct. This includes proper use of authority and appropriate decorum when acting as Trustees. It further expects Trustees to treat one another, the CEO, College employees, citizens of Jackson County, students, and parents with respect, co-operation and a willingness to deal openly on all matters.*

Further, Tesha Thomas was required to verbally attest to the following statement:

"I, Teshna Thomas, do solemnly swear that I will support the constitution of the United States, and the constitution of the State of Michigan, and that I will faithfully discharge the duties of the office of member, of the board of trustees, of Jackson College according to the best of my ability."

Lastly, Teshna Thomas fully executed the below Acceptance of Office, Affidavit of Eligibility, and Oath of Office.

**TRUSTEE OF THE BOARD OF TRUSTEES
OF JACKSON COLLEGE, MICHIGAN**

ACCEPTANCE OF OFFICE

I do hereby accept the office of member of the Board of Trustees of Jackson College, Michigan, for a term of approximately thirteen (13) months commencing November 8, 2023 and ending December 31, 2024 or thereabouts.

Dated this __17th__ day of November, 2023


Teshna Thomas

AFFIDAVIT OF ELIGIBILITY

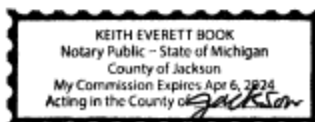
I, Teshna Thomas, being duly sworn, depose and say that I have been nominated to the office of member of the Board of Trustees of Jackson College, Michigan, for a term of approximately thirteen (13) months commencing November 8, 2023, that I am a citizen of the United States and a qualified elector of Jackson College, Michigan, and was so qualified on the date of my appointment.


Dated this __17th__ day of November, 2023


Teshna Thomas

STATE OF MICHIGAN)
) ss.
COUNTY OF JACKSON)

Subscribed and sworn to before me this __17th__ day of November, 2023.

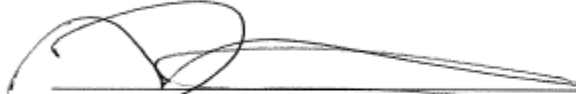



Notary Public, Jackson County, Michigan
Acting in Jackson County, Michigan
My Commission Expires: 4-6-24

OATH OF OFFICE

I, Teshna Thomas, do solemnly swear (or affirm) that I will support the Constitution of the United States of America and the Constitution of the State of Michigan, and that I will faithfully discharge the duties of the office of Trustee of the Board of Trustees of Jackson College, Michigan, according to the best of my ability.


Dated this __17th__ day of November, 2023


Teshna Thomas

STATE OF MICHIGAN)
) ss.
COUNTY OF JACKSON)

Subscribed and sworn to before me this __17th__ day of November, 2022.




Notary Public, Jackson County, Michigan
Acting in Jackson County, Michigan
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COMMENTS OF THE CHAIR & OVERVIEW OF THE DAY

Chairperson Crist proclaimed the importance of the day and materials the Board expects to review.

OWNERSHIP LINKAGE

PUBLIC COMMENTS:

None

BOARD COMMENTS

Trustee Hoffman thanked the Board for their work during his recent absences.

CLOSED SESSION – REVIEW OF FERPA DOCUMENTS

As provided by Public Act 15.268, Section 8, Sub-section (h) to consider material exempt from discussion or disclosure by state or federal statute, I hereby request closed hearing at this time for the above purpose as it relates to documents protected by the Family Educational Rights and Privacy Act (FERPA) in association with the Board's investigation of student complaints.

No action shall be taken by the Board of Trustees while in closed session.

MOTION BY TRUSTEE HEINS TO GO INTO A CLOSED SESSION AT 8:05AM.

TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, PATTERSON, LAKE, HOFFMAN, THOMAS AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.

The Board began a Closed Session at 8:12am

MOTION BY TRUSTEE HOFFMAN TO MOVE OUT OF CLOSED SESSION AT 10:07AM. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, PATTERSON, LAKE, HOFFMAN, THOMAS AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.

INQUIRIES OF THE CEO & DISCUSSION OF NEXT STEPS

CEO Phelan reported that concerns received to date have been shared with the Board.

COLLEGE PROGRESS

DEI DEVELOPMENT:

CEO Phelan provided updates on the progress that he and the Leadership Council have been making on a wide variety of issues at the College as means to improve culture, diversity practice, and student success.

He reported that the Chief Equity & Community Relations Officer (CECRO) role has been developed and is in the final steps of the hiring process. An external DEI consultant will work with this position, the Chief Diversity Officer (CDO), and the entire institution to focus on culture and DEI training for all employees. This DEI work will likely take about 2 years to be grounded in the organizational culture and will require continuing efforts beyond that. CEO Phelan also described the current climate around DEI in the United States, with 36 state legislatures having either directed the removal of DEI practices and related funding support from colleges or are considering doing so. The CEO continues to have regular meetings with his senior advisor, Dr. Clevester Moten, on diversity matters.

INSTITUTIONAL ORGANIZATION / HIRING PROCESS:

CEO Phelan provided the Board with an update on the College's organizational structure, as well as improved hiring practices, hiring progress, and advancement on PACE survey items.

He reported the efforts toward the PACE Survey Results that are also being addressed through Process Reimagine and Redesign, as well as further study of Psychological Safety, security officer decorum and appearance, and a hiring process review. A new Chief People Officer (CPO) role has also been posted to lead HR, as well as a Chief Academic Officer (CAO) and Chief Student Services Officer (CSSO). The CPO, CAO, and CSSO hiring processes will include opportunities for all employees to participate in the candidates' reviews through candidate forums. This employee feedback will be given to the Leadership Council and will be considered in the final hiring decision.

CEO Phelan noted that regular Townhalls have been held with the College employees, as well as announcements of new programs and initiatives (e.g., Harriet's Hub – a new food and clothing pantry; The Library of Things – offering the ability to checkout items through the library that may be needed for a learner's holistic experience, like yoga mats, tools, and technology, etc.)

CEO Phelan noted that community awareness of the College's contributions is low, and the College is working diligently to improve that through improved marketing and community communications.

STRATEGIC AGENDA:

CEO Phelan shared that the College's strategic agenda has been operationalized campus-wide during these last 3 quarters. The strategic agenda is always accessible by the Board, including the most recent development being a Strategic Agenda Scorecard developed by Justin Gaeta (Director, Institutional Research and Effectiveness) which will assist the College's tactical teams with tracking their progress on advancing agenda items.

Part of the work of the DEI consultant will be to assess the College's Strategic Agenda for DEI integration throughout institutional goals, strategies, and tactics.

Trustee Lake asked if employees that have voiced concerns during public comment at recent Board meetings have been asked to participate on hiring and College committees. CEO Phelan confirmed that they have been asked to serve in various roles, with many joining the efforts. Again, all will be offered the opportunity to engage in the candidate forums, as noted earlier.

Via advice from the Michigan Education Association UniServ Director and legal counsel, the College has been advised against including faculty and staff union leaders and student leaders on the College's Leadership Council, as it would be considered an unfair labor practice ULP). Therefore, CEO Phelan will be meeting with those 3 leaders on an individual, monthly basis, to ensure their voices are heard in an expanded way.

Trustee Heins shared his appreciation that a 2-year Insurance Clerk apprenticeship is part of the College's efforts and Strategic Agenda. Improvements in the use of Canvas, the College's Learning Management System, were also discussed.

CAPITAL OUTLAY / ITEM:

CEO Phelan thanked members of the Board who took the time to call and email the Jackson County legislative delegation, as well as the names of other legislative leaders he provided, regarding the College's Capital Outlay request. Consideration of Capital Outlay was taken up on 11.01.23 in the House Appropriations Standing Committee. Sadly, as he predicted, the College could not stem the rising tide of Jackson County being a battleground for a legislative seat. He also provided an update on the College's Capital Outlay efforts going forward.

CEO Phelan described that alternatively to Capital Outlay funding, ITEM funding is designed to assist with deferred maintenance as it relates to facilities, of which the College will receive approximately \$1M. He mentioned a great need to repair the infrastructure in the center of the Campus. He also noted that McDivitt Hall is in facility on Central Campus most in need of a comprehensive remodel, followed by Whiting Hall. He stated that McDivitt Hall is the only project being brought forward at this moment for immediate future Capital Outlay consideration.

CEO Phelan reported that the Financial and IT Audit plans have been officially submitted by the deadline.

5-YEAR FACILITIES MASTER PLAN:

CEO Phelan provided an updated review of the [5-year Facilities Master Plan](#), particularly as it relates to the recent outcomes of the recent millage and Capital Outlay requests.

Jason Valente shared that the College invested in an assessment of every single building and systems of facilities to help inform deferred maintenance priorities. Deferred, preventative, and corrective maintenance will also now have a staff member dedicated specifically to the tracking of those efforts. CEO Phelan noted that costs affiliated with the external investigation will significantly impact the current budget and previously considered expenditures for facilities improvement, as well as balancing the budget.

He indicated that Henry Ford Jackson Hospital has received a significant gift from a donor, from which Jackson College will also be a recipient. The gift will assist in the College's medical and nursing programs, in combination with state funding for the BSN partnership with GVSU through the remodel and expansion of the medical simulation lab in the Rawal Center.

Trustee Lake and CEO Phelan discussed seeking audience with local legislators in Lansing. Trustee Hoffman shared that having legislators on campus often is important and effective.

Trustee Heins noted that considering debt and financial strain from trending enrollments anticipated, he would not likely support adding to tiny homes on campus via the general funds. Discussion ensued about the commitment to current campus facilities, new developments, as well as on-going maintenance and deferred maintenance.

CEO Phelan noted the work of Amber Collins and Heather Ruttkofsky on diversification of training and instruction to address enrollment trends and meeting the need of learners.

Jason Valente shared Facilities appreciation for CEO Phelan's commitment to the buildings and grounds.

COLLEGE PROGRAM FEATURE

AMBER COLLINS – WORKFORCE TRAINING

The vision of CCE was promoted by Heather Ruttkofsky (Co-Interim CAO) as she introduced Amber Collins, Jackson College Director of Workforce Training, who presented on the College's progress in workforce training and development work. She described numerous company visits to build relationships, develop internship opportunities, and promote Jackson College services.

Collins highlighted a strengthened relationship with JAMA, significant efforts via the Michigan New Jobs Training Program (MNJTP), MiLEAP bootcamps, customized training, apprenticeships, and Going Pro (additional companies seeking Jackson College for educational opportunities). She also shared the work of the Jackson College Employment Hub. Vice-Chairperson Patterson suggested that donations to Harriet's Hub could be reciprocated with tax deductible receipts.

Vice-Chairperson Patterson and Collins discussed community connections and closing the equity gap, particularly the opportunities to guide students into their life path after receiving their certifications with Jackson College.

Vice-Chairperson Patterson and Trustee Lake shared their appreciation for this particular presentation and the work of Amber Collins and colleagues out in the community.

Trustee Heins described considering programs that might address retirees and seniors.

Collins described that this is an exciting time for the Jackson community, a time to which Jackson College is working diligently to be a strong contributor.

Vice-Chairperson Patterson left the meeting at this point.

OTHER BOARD ITEMS

POLICY GOVERNANCE PRACTICE / POLICIES REVIEW:

The Board reviewed their policy governance practices, particularly the schedule for policy review and monitoring, as well as using The Board Member's Playbook, distributed by CEO Phelan, to practice scenarios that may present themselves to the Board in the future. CEO Phelan noted that this work would begin in the Spring Board Planning Session.

Chairperson Crist suggested that the Board move forward with the proposed schedule for reviewing policies, with Trustee Hoffman & Vice-Chairperson Patterson pre-reviewing the policies for the January 8th Board meeting.

Discussion ensued on the Board's Code of Conduct and the Board's governance of themselves, as well as the ability for any Board member to bring information forward to the Board.

CEO Phelan described the effects of culture at the Board level upon the College as a whole. Board/CEO Delegation was discussed as well, particularly the effects of current Board actions on the CEO's ability to perform the work effectively and successfully. Trustee Lake shared her full trust in CEO Phelan's efforts and abilities.

BOARD CONSIDERATION: ANNUAL TRUSTEE EVENTS INVITATIONS:

The Board considered events the Trustees might like to attend (or not attend) in the coming year. Invitations to all the events of the year will be sent to the Board members via Microsoft Outlook.

HOLIDAY EVENT PLANNING:

The Board considered their annual holiday event logistics.

BOARD ITEMS....:

CEO Phelan described his support for the direction of the Board in today's meeting.

PLUS / DELTA

Trustee Hoffman and Chairperson Crist described that Policy Governance was followed effectively at this meeting.

Trustee Lake shared her appreciation for the good work and excellent presentation by Amber Collins.

Trustee Thomas described her excitement to be a part of this Board, and equal appreciation of Amber Collins' presentation.

Discussion ensued to reinstate the ribbon cutting ceremonies of the STEAM factory and the Dahlem Trail in the Spring.

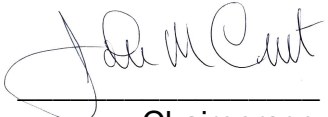
ADJOURN

MOTION BY TRUSTEE HOFFMAN "To adjourn."

TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, LAKE, HOFFMAN, THOMAS AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.

Meeting Adjourned at 1:02pm ET.

The foregoing minutes for the Fall Planning Session of the Board of Trustees held on Friday, November 17, 2023 were approved at the regular meeting of the Board of Trustees on Monday, January 8, 2024.


Chairperson