



## **REGULAR MEETING OF THE BOARD OF TRUSTEES**

Jackson College

Central Campus, George E. Potter Center, 2<sup>nd</sup> Floor,  
Boardroom

06.12.23

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The Regular Meeting of the Board of Trustees of Jackson College was held on Monday, 06.12.23, 6:30pm, at the Central Campus of Jackson College, George E. Potter Center, 2<sup>nd</sup> Floor, Boardroom.

*Board Members Present:* Chairman John Crist, Vice-Chairwoman Sheila Patterson, Trustee Donna Lake, Trustee Matt Heins, Trustee Philip Hoffman, Trustee Sam Barnes, and Trustee Christopher Simpson

*Board Member Excused Absence:* None

*Others Present Include:* Dr. Daniel Phelan, Ms. Cindy Allen, Mr. Jeremy Frew, Mr. Keith Everett Book, Ms. Sara Ann Tomczak, Mr. John Globoker, Ms. Ashley Van Heest, Ms. Clarinda Flannery, & Mr. Michael Marra

Chairperson John Crist called the meeting to order at 6:30PM Eastern Standard Time.

### **ADOPTION OF MINUTES**

The draft minutes of the Regular Meeting of the Board of Trustees on 05.08.23 were reviewed by the Board and moved into the permanent record by Chairperson Crist, on behalf of the Trustees.

### **DECLARATION OF CONFLICT OF INTEREST**

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

### **CAREHOLDERSHIP LINKAGE**

*PUBLIC COMMENTS:*

None

*BOARD COMMENTS:*

Chairperson Crist congratulated the College on the Jets Sport Complex Ribbon Cutting Ceremony conducted just prior to the Board meeting. Trustee Lake shared her participation at the JC Pride Flag raising earlier in the day as well.

*CEO COMMENTS:*

CEO Phelan thanked the Board for their presence at the Ribbon Cutting Ceremony and their encouragement to create the Jackson College Advantage, which will go into effect in time for the FY'24 learners. The Jackson College Advantage pays for tuition and student service fees. It may be renewed for up to three academic years or the completion of an associate degree with satisfactory academic progress.

Specifically, the eligibility Requirements include:

1. Completion of the Free Application for Federal Student Aid (FAFSA) and other applications for federal, state, institutional, or private funding.
2. Be a Jackson County resident who is a 2023 graduate from a Jackson County public, private or charter high school or approved in-district high school (Chelsea High School, Homer High School, North Adams-Jerome High School, Leslie High School, Litchfield High School, Manchester High School, and Stockbridge High). Students completing a GED in 2023 are also eligible.
3. Enroll in an eligible associate degree program and take a minimum of 12 credit hours per semester (i.e., attend full-time in Fall and Spring semesters).
4. Students must have an annual household income of \$75,000 or less and an Estimated Family Contribution (EFC), as determined by the FAFSA, of \$11,000 or less.

Renewal Requirements Include:

1. Meeting the above eligibility requirements including filing a FAFSA, annual household income of \$75,000 or less and an EFC of \$11,000 or less and enrolling in a minimum of 12 credit hours per semester.
2. Maintain Satisfactory Academic Progress (SAP).
  - a. Cumulative GPA of 2.0 or higher.
  - b. Completion rate of 67% or higher.

The CEO also thanked the Board for their support of his work addressing legislation on the State level with the potential to assume State control and loss of local autonomy. He shared his concern over the lagging support of his efforts. He also noted a recent meeting with LEO and CSW, wherein they recommended stronger coordination and structures so as to not be limited by the lack of State control, such as a SHEEO. He shared priorities that these groups should minimally include in their work, versus concentrating on our local autonomy and the need for State systems of control. These included:

1. Better coordination and collaboration among groups, not less autonomy – this includes the work of the state as well as community colleges.
2. End the Proliferation of Student Financial Aid – there must be strategic investments to cover the full cost of attending classes, not just tuition – meaning, attend to student basic needs.
3. Junior standing for students who graduate with an Associates Degree and transfer to a Baccalaureate-granting institution.

4. Streamline and reduce the number of reports from the community colleges to the State.
5. Data source and determination understanding statewide that also provides for the State allowing access of student income data.

Trustee Hoffman congratulated CEO Phelan once again for being the recipient of the Harold White Award.

Chairperson Crist shared his experience of the MCCA Spring Board Meeting, having left the meeting with a loss of confidence with MCCA as it relates to the aforementioned lagging support.

*CAREHOLDERSHIP LINKAGE COMMITTEE STATUS:*

The Careholders that participated in the most recent Careholder-Linkage focus groups have been sent an updated email and hardcopy letter regarding how their input was implemented into the FY'23 Q4 Strategic Agenda. They were also invited to attend the Jets Sports Complex Ribbon Cutting Ceremony just prior to this meeting at 5:00pm.

**ITEMS FOR DECISION**

*CLOSED SESSION: Contract Negotiations:*

Chairperson Crist requested a closed hearing at 6:48pm for purposes of contract negotiations with the support staff union.

**MOTION BY TRUSTEE LAKE TO GO INTO CLOSED SESSION AS PROVIDED BY PUBLIC ACT 15.268, SECTION 8, SUB-SECTION (C) FOR STRATEGY AND NEGOTIATION SESSIONS CONNECTED WITH THE NEGOTIATION OF A COLLECTIVE BARGAINING AGREEMENT. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, SIMPSON, LAKE, BARNES, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.**

At 6:58pm, Chairperson Crist requested a motion to move out of closed session.

**MOTION BY TRUSTEE HEINS TO MOVE OUT OF CLOSED SESSION AS PROVIDED BY PUBLIC ACT 15.268, SECTION 8, SUB-SECTION (C) FOR STRATEGY AND NEGOTIATION SESSIONS CONNECTED WITH THE NEGOTIATION OF A COLLECTIVE BARGAINING AGREEMENT. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, SIMPSON, PATTERSON, LAKE, BARNES, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.**

The Closed Session adjourned at 6:58pm. No Board Action was taken.

*GOVERNANCE PROCESS ITEMS: Selection of Representative to the MCCA Board of Directors:*

A Trustee-Director and Alternate Trustee-Director for the MCCA Board of Directors were considered for FY'24. Chairperson Crist confirmed his desire to remain the Trustee- Director and Trustee Barnes confirmed his desire to remain the Alternate Trustee-Director. CEO Phelan will serve as the President-Director by default.

**MOTION BY VICE-CHAIRPERSON PATTERSON TO APPROVE CHAIRPERSON CRIST AS TRUSTEE-DIRECTOR AND TRUSTEE BARNES AS ALTERNATE TRUSTEE- DIRECTOR. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, SIMPSON, PATTERSON, LAKE, BARNES, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.**

*GOVERNANCE PROCESS ITEMS: GP-09 Board Code of Conduct – Policy Review, Part II:*

Policy GP-09 was re-considered by the Board after its regularly scheduled review at the previous Board meeting (05.08.23). CEO Phelan and Chairperson Crist recommended some minor clarifying changes for the Board's consideration, especially around the definition of the word "reprimand".

**MOTION BY TRUSTEE HEINS TO APPROVE POLICY GP-09 BOARD CODE OF CONDUCT AS AMENDED. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, SIMPSON, PATTERSON, LAKE, BARNES, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.**

*EXECUTIVE LIMITATIONS ITEMS: Line of Credit Re-authorization*

The Board considered a resolution to re-authorize a line of credit of \$10MM for Jackson College which would allow Jackson College to secure funds for College operations, or to pay previous loans obtained for college operations, under the Community College Act. A Limited Tax Pledge Notice and Affidavit of Posting Notice were both posted June 6th on site and to the Jackson College Website.

He reminded the Board that he would never tap the funds without Board approval.

**MOTION BY TRUSTEE LAKE TO APPROVE THE LINE OF CREDIT RE-AUTHORIZATION FOR \$10MM. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, SIMPSON, PATTERSON, LAKE, BARNES, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.**

*EXECUTIVE LIMITATIONS ITEMS: EL-00 General Executive Constraints – Policy Review:*

Policy EL-00 was considered by the Board for its regularly scheduled review. CEO Phelan and Chairperson Crist recommended some minor clarifying changes for the Board's consideration.

**MOTION BY TRUSTEE SIMPSON TO APPROVE POLICY EL-00 GENERAL EXECUTIVE CONSTRAINTS AS AMENDED. TRUSTEES VOTED BY ROLL CALL**

**VOTE: TRUSTEES HEINS, SIMPSON, PATTERSON, LAKE, BARNES, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.**

*EXECUTIVE LIMITATIONS ITEMS: EN-01 Board's ENDS – Policy Review:*

Policy EN-01 was considered by the Board for its regularly scheduled review. CEO Phelan and Chairperson Crist recommended some significant changes for the Board's consideration.

CEO Phelan described the possibility of breaking the ENDS policy into 3 sections in a year to make the review of the ENDS more digestible, to focus on what completion looks like for each of the 3 major sections, which could be divided as 1) life and workforce skills, 2) general transfer education, and 3) community and lifelong service. He indicated that he would bring this modification back to the Board for consideration.

**MOTION BY VICE-CHAIRPERSON PATTERSON TO APPROVE POLICY EN-01 BOARD'S ENDS AS AMENDED. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, SIMPSON, PATTERSON, LAKE, BARNES, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.**

*EXECUTIVE LIMITATIONS ITEMS: EL-00 General Executive Constraints – Interpretations Review:*

CEO Phelan presented his clarified interpretation recommendations for Policy EL-00 to the Board for their regularly scheduled review.

The adjustments to the policy itself as approved at this meeting will be added to this interpretation.

**MOTION BY VICE-CHAIRPERSON PATTERSON THAT THE BOARD HAS ASSESSED CEO PHELAN'S AMENDED INTERPRETATIONS OF POLICY EL-00 GENERAL EXECUTIVE CONSTRAINS AND FINDS THAT THEY DEMONSTRATE A REASONABLE INTERPRATION OF THE POLICY. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, SIMPSON, PATTERSON, LAKE, BARNES, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.**

*EXECUTIVE LIMITATIONS ITEMS: EN-01 Board's ENDS – Interpretations Review:*

CEO Phelan presented his clarified interpretation recommendations for Policy EN-01 to the Board for their regularly scheduled review.

The adjustments to the policy itself as approved at this meeting will be added to this interpretation.

CEO Phelan noted that reasonability of his interpretations has been offered throughout these updated interpretations, as well as a stronger commitment to student success (i.e., completion).

**MOTION BY TRUSTEE HOFFMAN THAT THE BOARD HAS ASSESSED CEO PHELAN'S AMENDED INTERPRETATIONS OF POLICY EN-01 BOARD'S ENDS AND FINDS THAT THEY DEMONSTRATE A REASONABLE INTERPRATION OF THE POLICY. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, SIMPSON, PATTERSON, LAKE, BARNES, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.**

*FY'24 BUDGET PROPOSAL: Truth in Budgeting Public Hearing:*

Chairperson Crist confirmed that a public notice was placed in the local newspaper, posted on site, and posted on the Jackson College website. He opened the formal public hearing regarding the proposed budget for FY'24.

**MOTION BY TRUSTEE HEINS TO MOVE INTO THE OPEN PUBLIC HEARING. TRUSTEES VOTED BY ROLL CALL VOTE TO OPEN THE PUBLIC HEARING: TRUSTEES HEINS, SIMPSON, PATTERSON, LAKE, BARNES, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY. THE PUBLIC HEARING WAS OPENED.**

There were no comments from the public.

**MOTION BY TRUSTEE HOFFMAN TO MOVE OUT OF THE PUBLIC HEARING. TRUSTEES VOTED BY ROLL CALL VOTE TO CLOSE THE PUBLIC HEARING: TRUSTEES HEINS, SIMPSON, PATTERSON, LAKE, BARNES, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY. THE PUBLIC HEARING WAS CLOSED.**

*FY'24 BUDGET PROPOSAL: Consideration of FY '24 Authorization to Levy:*

The Board considered a resolution to authorize a tax rate for Jackson College for FY'24 at 1.1327 mills. CEO Phelan described the difference between 1.33 mills originally in 1964 and the millage now – 1.1327 mills.

**MOTION BY VICE-CHAIRPERON PATTERSON TO APPROVE THE RESOLUTION TO AUTHORIZE A TAX RATE FOR JACKSON COLLEGE FOR FY'24 AT 1.1327 MILLS. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, SIMPSON, PATTERSON, LAKE, BARNES, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.**



RESOLUTION FOR AUTHORIZATION TO LEVY A TAX

Jackson, Michigan

**WHEREAS**, the Jackson College Board of Trustees by resolution of June 12, 2023 proposes a total authorized levy of **1.1327** mills within the district for operating purposes for fiscal 2023-24; and

**WHEREAS**, the Jackson College Board of Trustees has carefully examined the financial circumstances of the college district for the 2023-24 fiscal year, including estimated expenditures, estimated revenue, taxable valuation of property located within the district, and determined that the levy of the millage rate will be necessary for the sound management and operation of the college; and

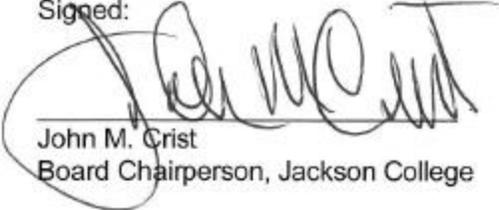
**WHEREAS**, the Jackson College Board of Trustees has complete authority to establish that a maximum of **1.1327** mills for operating purposes in 2023-24 from within its authorized millage rate; and

**WHEREAS**, the Jackson College Board of Trustees held a budget hearing on June 12, 2023 at 6:30 p.m. in the Boardroom, located in the Potter Center on Jackson College's Central Campus to receive comments from the public regarding the proposed budget; and the budget document contains the requisite "Truth in Budgeting Act" information.

**NOW THEREFORE, BE IT RESOLVED THAT:**

1. For 2023-24, the total millage rate of **1.1327** mills, shall be levied upon property located within the college district; and
2. All resolutions and parts of resolutions insofar as they conflict with the provisions of this resolution shall be and the same are hereby rescinded.

Signed:

  
John M. Crist  
Board Chairperson, Jackson College

June 12, 2023

\_\_\_\_\_  
Date

*FY'24 BUDGET PROPOSAL: Consideration of FY'24 Tuition and Fees:*

The Board considered the administration's tuition recommendations as part of the FY'24 Budget. The percentages are below the cap authorized by the State.

Per subsequent work, administration made the following tuition recommendations as part of the FY'24 budget.

- In-District tuition at **\$185.00** (was \$176.00) a \$9.00 increase.
- Out-District at **\$209.00** (was \$199.00) a \$10.00 increase (113% of in-district)
- Out-of-State/International at **\$277.00** (was \$264.00) a \$13.00 increase (150% of in district)

Student Service Fee will be **\$49.50** for billing contact hour (was \$48.50).

**MOTION BY TRUSTEE LAKE TO APPROVE THE ADMINISTRATION'S TUITION RECOMMENDATIONS AS PART OF THE FY'24 BUDGET. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, SIMPSON, PATTERSON, LAKE, BARNES, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.**

*FY'24 BUDGET PROPOSAL: Consideration of FY'24 Budget Proposal:*

The Board considered the FY'24 Budget Proposal of \$53,608,639 proposed by CEO Phelan.

CEO Phelan described that the hope to eliminate the remaining online course fees by 100% had to be pushed out another year, though it was still reduced by 50% for TY'24. Efforts toward learner completion needed to take priority with a pilot to increase the number of Navigators to only 150 learners / Navigator in the Nursing and Allied Health areas. Additionally, he noted that he decided that Navigators should be increased to get the number of learners per Navigator to 200 / Navigator, as was the original intent. Learner residents will also be required to invest in 2 hot meals a day.

**MOTION BY TRUSTEE HEINS TO APPROVE THE PROPOSED FY'24 BUDGET OF \$53,608,639. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, SIMPSON, PATTERSON, LAKE, BARNES, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.**

**CONSENT / REQUIRED APPROVAL AGENDA**

*Note of Gratitude from Ron Douglass:*

The Board received a note of gratitude from Ron Douglass, one of the 2023 recipients of the Distinguished Service Award.

## **MONITORING CEO PERFORMANCE**

### *MONITORING CEO PERFORMANCE: EL-03 Planning – Evidence Review:*

CEO Phelan presented the evidence (i.e., monitoring report) for Policy EL-03 Planning indicating Full Compliance according to his previously approved interpretations. Work on the Strategic Agenda specifically appears in the evidence.

**MOTION BY TRUSTEE SIMPSON THAT THE BOARD HAS ASSESSED THE MONITORING REPORT FOR POLICY EL- 03 PLANNING AND FINDS THAT IT DEMONSTRATES COMPLIANCE WITH A REASONABLE INTERPRETATION OF THE POLICY. TRUSTEES HEINS, SIMPSON, PATTERSON, LAKE, BARNES, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.**

### *MONITORING CEO PERFORMANCE: CEO Monitoring Compliance Schedule & Summary:*

CEO Phelan provided an update on reports, presented to the Board over the preceding 12 months with the compliance status noted. He also provided a schedule of policy, interpretation, and evidence reviews for calendar year 2023, along with the schedule for the Trustee's policy pre-review process.

## **INFORMATION REQUEST BY THE BOARD**

### *FY'23 Q4 Strategic Agenda:*

CEO Phelan shared the FY '23 Q4 Strategic Agenda with the Board. Last October (2022), the Jackson College Leadership Council began building a list of important, strategic targets as they apply toward the achievement of the updated Jackson College Board ENDS. The College will operationalize the strategic targets over the course of the next 18 months and evaluate them quarterly. These strategic targets have now been codified by combining Careholder focus group input with that of Learners and expert employees across the institution, whose input was collected via employee surveys (conducted both internally and externally), student experience workshops (facilitated externally), and multiple College departmental and committee meetings.

CEO Phelan described the 4 buckets of goals, 1) Those for our learners; 2) Those for our employees; 3) Those for our community; and 4), Per executive privilege, those strategies to advance completion through improved accountability and disciplined leadership practices.

### *IT & Financial Audit Update:*

The Audit Committee provided an update following their meeting earlier today with auditors of Rehmann. Rehman recently finalized their FY'22 IT Audit and Assessment for Jackson College. The Board also received the actual FY'22 IT Audit and Assessment report itself, as well as the engagement letters confirming the arrangement for Rehmann to provide Jackson College services in connection with the College's FY'23 Information Technology Audit and Assessment, the College's

FY'23 Financial Audit and Assessment, the Foundation's FY'23 Financial Audit and Assessment, and the FY'23 Professional Services Plan for Jackson College and Jackson College Foundation.

Chairperson Crist noted that documentation of procedures is a focus of the FY'22 Audit and the approval of engagement of Rehmann of the aforementioned audits. There will not be any special audit request this year.

To Vice-Chairperson Patterson's inquiring on steps going forward with IT documentation of procedures, CEO Phelan clarified that the findings were recommendation as best practices, not audit violations, but the intention will be to address each of the findings, incorporating the best elements at the College. He also indicated that Doug Yenor, JC CIO, is working to provide enhanced cyber protection to the College by our recent decision to move our data and coding to the Google Cloud.

*Consideration of Fall Planning Session Date:*

The Board received results from a scheduling survey indicating the most preferred date of Friday, November 17<sup>th</sup>, 2023 (8am-2pm) for the 2023 Fall Planning Session. This date was mutually agreed upon by the JC Board of Trustees.

*Next Board Meeting Topics – August 14, 2023:*

CEO Phelan provided the members with a portend of items that are to come at the 8.14.23, Jackson College Board of Trustees Meeting and took agenda suggestions.

Below are currently anticipated topics:

- Policy Review: Bylaws
- Policy Review: BCD-03 Delegation to President
- Policy Review: BCD-04 Monitoring President Performance
- Evidence Review: EL-00 General Executive Constraint
- Evidence Review: EL-01 ENDS
- Survey Results Review: GP-09 Board Code of Conduct
- FY'23 Q4 Financial Report
- Negotiations (If needed)

**SELF-EVALUATION OF GOVERNANCE PROCESS & BOARD PERFORMANCE AT THIS MEETING**

*Principles of Policy Governance:*

Members noted that, in their view, the meeting went per plan utilizing the 10 principles of Policy Governance.

**MEETING CONTENT REVIEW**

Trustees expressed that the content was sufficient, but also expressed their desire for the Board meeting packets to continue to strive for conciseness.

Trustee Lake shared her excitement for the upcoming CEP graduations.

Trustee Hoffman shared that he will not be able to attend the September Board meeting. There will be discussion of this at the Board's Summer Retreat as it relates to rescheduling his participation in the September policy pre-review.

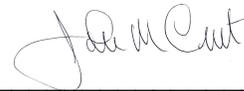
**ADJOURN**

**MOTION BY TRUSTEE LAKE "To adjourn."**

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

Meeting Adjourned at 7:44pm ET.

The foregoing minutes for the regular meeting of the Board of Trustees held on Monday, June 12, 2023 were approved at the special meeting of the Board of Trustees on Monday, July 17, 2023.



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Chairperson