



SUMMER RETREAT OF THE BOARD OF TRUSTEES

Wickwire House

06.23.23

The Summer Retreat of the Board of Trustees of Jackson College was held on Friday, 06.23.23, 8:00am, at the Wickwire House.

Board Members Present: Chairperson John Crist, Vice-Chairperson Sheila Patterson, Trustee Donna Lake, Trustee Matt Heins, Trustee Sam Barnes, and Trustee Philip Hoffman

Board Member Absences: Trustee Christopher Simpson

Others Present: CEO Daniel Phelan and Chief Assistant Keith Everett Book.

Chairperson John Crist called the meeting to order at 8:24AM Eastern Daylight-Savings Time.

DECLARATION OF CONFLICT OF INTEREST

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

PUBLIC COMMENTS (LIMIT OF 5 MINUTES PER PERSON)

NONE

OWNERSHIP LINKAGE CONSIDERATIONS / NEXT STEPS

CEO Phelan noted that Owners have been invited to as many events on Central Campus as possible, including the 06.23.23 Jackson College Open House, 07.11.23 Grand Valley State University and JC Agreement Signing and Ribbon Cutting Ceremony, and 08.14.23 Ribbon Cutting Ceremony for the Astronomical Observatory.

CEO Phelan discussed the cadence of Ownership Linkage. He noted that The Governance Coach recommends linkage with the Owners formally every 2-3 years.

He also noted the different methodologies to collect the Owner's voice, such as surveys, written and via phone, and focus groups (as recently done). Discussion ensued. Trustee Lake noted that a mailing could be a significant financial endeavor. She noted that we need to make ourselves as visible as possible, suggesting tours of the campus be offered. Chairperson Crist shared his appreciation for the face-to-face meetings.

CEO Phelan shared his work with the JC marketing department, marketing partner, the Level organization, and JTV expanded service initiatives underway. Trustee Barnes

noted that the presence on LinkedIn is a marked improvement. CEO Phelan also shared his work with a recent focus group the College held with African American Community Leaders of Jackson.

Chairperson Crist noted that a sign on Hague Road for the College might be an improvement. CEO Phelan noted that perimeter signage is in the master plan currently. Chairperson Crist shared positive feedback from the community on the impressive current state of Central Campus.

Trustee Lake described offering more communication on where funding for buildings on campus is derived.

The general consensus was that, in 2 years, focus groups will be revisited with half a dozen community groups, information that will be used to amend ENDS. CEO Phelan will present splitting the ENDS into 3 policies, rather than 1 large policy, at the August regular Board meeting. This will assist with monitoring of and ensuring thorough compliance with the ENDS.

Discussion of phraseology ensued between “careholder”, “principal stakeholder”, and “owner”. Going forward, the Board will return to using the word “owner” and “ownership” as originally provided by John Carver, and will be used in the context of policy governance.

TRUSTEESHIP IN COMMUNITY COLLEGES: BOOK REVIEW

The Trustees engaged in reading the ACCT book *Trusteeship in Community Colleges*, for in depth discussion at this Summer Retreat. They engaged in a shared discussion about key findings from the book, including the following:

1. Subject areas of affirmation for the Board
2. Subject areas of interest by the Board
3. Subject areas of disagreement by the Board
4. Recommendations for the Board and/or CEO

Chairperson Crist shared his opinion that the Board is using a significant majority of the philosophies presented by the book. Trustee Hoffman shared that he found the book reassuring, rather than revolutionary. He also noted that interactions with internal groups of the College was encouraged by the book, though Policy Governance suggests otherwise.

CEO Phelan shared that this book outlines the current state of play at many colleges throughout the country, though it veers from the Board’s Policy Governance model.

The Board discussed succession planning within the Board. Trustee Lake shared her appreciation for the history presented in the book. The Board shared their mutual appreciation of and respect for the current Board practices and culture. The general discussion spoke to the high level of effectiveness of the Policy Governance Model at Jackson College.

CEO Phelan noted that the book does recommend that a Board be policy driven.

Chairperson Crist noted the importance of the Board's input on policy, Board-driven creation and review of policy.

CEO Phelan suggested that, at the Board's Fall Planning Session, a Board Governance performance survey be conducted by The Governance Coach (i.e., Rose Mercier). Doing so would be a chance to hear from Rose about our progress, and would also provide the opportunity to learn where we might tighten up some aspects of our Policy Governance work. This suggestion was supported by the Board.

Trustee Barnes shared his surprise that the College is in the bottom 3rd of the IPEDS FTIAC data. CEO Phelan explained the narrow parameters of this data capture. He noted specifically that it does not include dual enrollment, transfers, or non-credit workforce efforts. CEO Phelan noted that work on increasing the FTIAC completions is well underway. The new goal for JC is to be in the top 10% of FTIAC scores within the next 3 years. This focus will have a much broader impact across all completions across the College.

Discussion ensued on work regarding challenges with transfer credits.

CEO Phelan shared his work on the legislative level on impending funding formulas and potential loss of State autonomy. Discussion ensued of the give and take approach to working with the State via MCCA, honoring where MI community colleges are falling short and improving upon those areas.

CEO Phelan described the controls being put in place at the College toward accomplishing a 40% level of completion with FTIAC learners (i.e., top 10% statewide). He also described the book *The Four Principles of Execution* that the College Leadership Council is putting into practice.

CEO Phelan shared the planned increase of 2 Navigators to get the number of Learners:Navigator for the pilot within Nursing and Allied Health to 150 Learners:Navigator. Additionally, 4 Navigators will be added to the current general pool so that there are only 200 Learners:Navigator. Completion rates will be closely monitored to realize the effects of these efforts.

Trustee Barnes shared the positive impact of intelligent and focused data scraping used toward data-driven decisions. CEO Phelan described the PRR (Process Review and Reimagine) working its way through the College, instilling fanatical discipline across the institution.

Trustee Heins impressed upon the Board that the narrow slice of learners contributing to the State's data point on completion should not deter the work toward the full body of Learners that the College serves. CEO Phelan noted that the College staff are working

hard on all fronts. The Jackson College Advantage is also an initiative to get more learners to complete their pathways of study.

GOVERNANCE PROCESS SURVEY RESULTS

The Board reviewed the results of board survey questions over the past 12 months, wherein larger variations occurred in voting (i.e., 3 or more trustees voting alternatively). Discussion provided clarity regarding areas for improvement by either the Board or the CEO. Vice-Chairperson Patterson shared her perspective that the Board adequately addresses the issues of Governance Process Surveys in the regular Board meetings.

Regarding professional development, CEO Phelan asked if there are additional conferences the Board would like to attend or subscriptions they would like to have. The National Legislative Summit (NLS) attendance will be reserved for critical times, when there are significant issues for discussion. The goal will continue to be to affect the most impact and be a most efficient use of the Board's time and resources.

Legislators being brought to the College is most effective and will be continued. Trustee Hoffman suggested doing this at least once a year, and preferably twice a year.

ATTENDANCE AT REGULAR BOARD MEETINGS EXPECTATIONS

The Board discussed expectations they would like to have regarding member attendance expectations at Board meetings.

Trustee Barnes expressed his view that trustees attend as often as possible, though requirements are not in place.

Trustee Hoffman noted his preference for an excused absence process. He described that his absence at the 09.11.23 regular Board meeting will be due to advocating on behalf of the College via invitation with Senator Peters, Representative Walberg, and Representative Moolenaar. He described that if a Trustee is doing College business, that could be the definition of an excused absence. Trustee Patterson shared her preference that the absences just be noted as absences, not as excused absences, regardless of the reason. Discussion ensued, and support was given to absences being noted as such, and no longer qualified further as excused absences.

CEO Phelan shared that 320 prospective students, parents, and community members are attending the Open House being held on Central Campus today.

BOARD POLICY REVIEW PROCESS

The Board discussed the draft Policy Pre-review Process for consideration. The proposed plan is to officially begin the new Board member engaged policy pre-review process at the 08.14.23 Board meeting. This was supported by all. Trustee Lake and Simpson's policy pre-review for the August regular Board meeting will be scheduled before the July MCCA Conference.

STANDING COMMITTEES VS. AD HOC COMMITTEES

CEO Phelan led a discussion with the Board about the Policy Governance approach on the matter concerning standing committees versus ad hoc committees. He expressed that the full board, given its small size, would benefit from a discontinuation of the use of the committees. He noted that if all Members were apprised of what currently happens in the committees, there would be an improved level of knowledge among the Board, which would help during any future transitions of Board Members. He noted that John Carver's view on the use of committees was the 'less is more' and that none is better.

Below is Section 7 of the Bylaws relating to Board Committees:

7. Committees of the Board

- Standing Committee – Audit: The Board of Trustees shall have a standing Audit Committee. The Audit Committee will bring forward recommendations to the entire Board for consideration and appropriate action, as warranted. The Committee alone holds no authority for decision making, as this is retained by the full Board only.
- Standing Committee – Ownership-Linkage: The Board of Trustees shall have a standing Ownership-Linkage Committee. The Committee will bring forward recommendations to the entire Board for consideration and appropriate action, as warranted. The Committee alone holds no authority for decision making, as this is retained by the full Board only.
- Special Committee(s): The Board of Trustees shall authorize such special committees as are deemed necessary. A special committee shall report recommendations to the board for appropriate action. A special committee shall be dissolved when final action on its report is taken by the Board.

CEO Phelan recommended that the Board no longer have standing committees, at least to try this as a pilot for a year. He described the full Board hearing the totality of the audit, rather than a report out from a committee. CEO Phelan will bring forth an amendment to the Bylaws to reflect no standing committees at the August regular Board meeting.

MILLAGE CONSIDERATION AND TACTICS

The Board had a discussion about the possibility of pursuing a millage, the history on this matter, the Board's priority, and a recommendation from CEO Phelan for their consideration, as well as possible timing. He noted that it took 3 attempts from 1962 to 1964 to get the first millage approved, and then 11 attempts have been made for an increase since. 3 of those attempts were only for the Headlee override. Discussion ensued about the pursuit of the Headlee override. Pursuit of a millage for November would have to start in August. Based upon the discussion, CEO Phelan will prompt A Special Board Meeting, to be scheduled in July, wherein the Board can formally consider this matter further.

CASE STUDIES

The Trustees engaged in a case study exercise, exploring best practices for an instance of how we are protecting our Learner-Athletes. CEO Phelan noted that Title IX training is enforced for everyone, including the Board of Trustees. At the Henry Ford Health Clinic, on campus, the Hospital handles health incidents. Physical Therapy is also provided by Henry Ford Health System. Cameras continue to be added to campus.

Trustee Heins suggested that a third-party conduct interviews with Learner-Athletes to understand the level of safety they are experiencing at the College. Trustee Lake suggested that the hotline in place should be strongly promoted, for anonymous feedback, to which CEO Phelan noted that this is currently in place. It was asked if it is advisable during physical therapy session, if another individual of the same sex as the Learner be present in the room. Residences have cameras, 24-hour security, and the College has the ability to make wellness and maintenance inquiries of residents.

BOARD CONSIDERATION OF FALL PLANNING SESSION TOPICS

The Board discussed topics for the Board's Fall Planning Session, currently slated for Friday, November 17, 2023. CEO Phelan again noted that Rose Mercier of The Governance Coach join the Fall Planning Session to provide a Policy Governance booster, after having reviewed the Board's progress. She would also bring an assessment tool called "Real Board Blueprint" that she would use with the Board. Additional topics will include:

- Strategic Agenda
- Administrator Presentations – College Features
- Policy Review Process – Assessment

CEO Phelan announced the start of his third governance book in collaboration with Dr. George Boggs, President and CEO Emeritus of AACC.

ANNUAL ACCT CONGRESS PREPARATIONS

A logistical planning discussion ensued for the Board's upcoming attendance at the ACCT Congress in Las Vegas in October.

PEER BENCHMARKING DISCUSSION TOPICS

In preparation for the Board's upcoming trip to the ACCT Leadership Congress in Las Vegas this October, they considered discussion topics for the time to be scheduled with the North Central State College's Board.

Some suggested topics included:

- Challenges with Policy Governance
- Ownership Linkage
- Committee Usage
- Policy Review Process
- Monitoring Report Process

Questions will be shared by each institution ahead of time.

Trustee Hoffman noted that he would like to review their policies ahead of time. Keith Book will send the Board links to NCSC's policies, minutes, and general information.

MEETING CONTENT REVIEW

Trustees expressed that the content was fulsome and engaging.

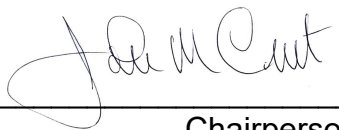
They shared appreciation for CEO Phelan's hospitality at the Wickwire House. They asked that case studies be chosen ahead of time in the future, case studies that are specific to this Board and Policy Governance. The frank and respectful discussions were mutually appreciated. Chairperson Crist shared his appreciation for the one voice cultivated by the Board.

ADJOURN

MOTION BY TRUSTEE HOFFMAN "To adjourn." TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, PATTERSON, HOFFMAN, LAKE, BARNES AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.

Meeting Adjourned at 12:17 pm ET.

The foregoing minutes for the Summer Retreat of the Board of Trustees held on Friday, June 23, 2023 were approved at the special meeting of the Board of Trustees on Monday, July 17, 2023.


Chairperson