

Jackson College Board of Trustees Meeting

Regular Meeting

January 08, 2024 06:30 PM



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(*) Indicates a roll-call item

MISSION DOCUMENTS

MISSION

Together we inspire and transform lives.

VISION

Jackson College is a world-class institution of higher education where learners succeed and community needs are met.

STATEMENT OF BELIEFS

As employees of Jackson College, an innovative institution totally committed to student success (TCS²), **we believe:**

- The success of our students is always our first priority
- We must perform our jobs admirably, giving our best service and support every day, for everyone
- Teamwork is founded upon people bringing different gifts and perspectives
- We provide educational opportunities for those who might otherwise not have them
- In providing employees with a safe and fulfilling work environment, as well as an opportunity to grow and learn
- Our progress must be validated by setting goals and measuring our achievements
- We must make decisions that are best for the institution as a whole
- Building and maintaining trusting relationships with each other is essential
- Competence and innovation are essential means of sustaining our values in a competitive marketplace
- We make a positive difference in the lives of our students, our employees, and our communities
- In the principles of integrity, opportunity and fairness
- We must prepare our students to be successful in a global environment
- Our work matters!

MISSION DOCUMENTS

VALUES

- **Integrity** – We demonstrate integrity through professional, ethical, transparent, and consistent behavior in both our decision-making and in our treatment of others; being accountable for our work and actions is the basis of trust.
- **Caring** – We demonstrate caring through attentive and responsive action to the needs of students and others. We listen with open minds, speak kindly, and foster relationships based on mutual respect and trust.
- **Collaboration** – We demonstrate collaboration through the mutual commitment of individuals and organizations who come together for a common cause, encouraging self-reflection, teamwork, and respect for ourselves and others.
- **Quality** – We demonstrate quality through innovation in the continuous improvement of all processes and services, encouraging students and others to become creative thinkers.
- **Inclusion** – We demonstrate inclusion by seeking involvement and providing access for those with diverse backgrounds to work toward a culture of equality while maintaining differences in a respectful way.
- **Service** – We demonstrate service by striving to make the communities we serve great places to live, work, and learn through our involvement, both as an organization and as individuals.
- **Leadership** – We demonstrate leadership by nurturing the full development of those we serve, identifying and empowering individuals' greatest strengths.

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: January 8, 2024



TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

5:45pm Board Dinner [No Board discussion/decisions]

BOARD POLICY: [Open Meetings Act – Act 267 of 1976](#)

Description:

In accordance with the [Michigan's Open Meetings Act \(OMA\)](#), 1976 PA 267, MCL 15.261 et seq, all public bodies are required to hold their gatherings in public, if a quorum of the board is present.

As further clarified in the [Open Meetings Act Handbook](#), prepared by Michigan Department of Attorney General's Office, while the OMA "*does not apply to a meeting which is a social or chance gathering or conference not designed to avoid this act,*"²⁸ a meeting of a public body must be open to the public. Though no board discussion or decisions are undertaken during the Board's dinner, the Jackson College Board has broadly interpreted this gathering to be a 'meeting of a public body' and, as such, is open to the public, though there is no opportunity for the public's input during this dinner gathering.

Resource Impact:

None

Requested Board Action:

Board members partake in a purely social dinner gathering, prior to the regular Board meeting.

Action Taken:



Roberts Rule of Order for Small Assemblies

Board of Trustees
Jackson College, MI

Parliamentary procedure is a set of rules for conducting orderly meetings of the Board of Trustees that accomplish goals fairly. Excerpts from Robert's Rules of Order Newly Revised – 12th Ed. (RONR), includes provisions for small assemblies (i.e., a grouping of 12 or fewer members). These rules apply to the Board committees as well.

I. General Principles:

RONR provides that Board of Trustees meetings are not to be conducted with the formality of a large assembly, but some general principles apply. Namely:

1. A quorum must be present for business to be conducted.
2. All Trustees have equal rights, privileges and obligations.
3. No person should speak until recognized by the chairperson.
4. Personal remarks or sidebar discussions during debate are out of order.
5. Only one question at a time may be considered.
6. Only one person may have the floor at any one time.
7. Trustees have a right to know what the pending question is and to have it restated prior to a vote being taken.
8. Full and free discussion of every main motion is a basic right.
9. A majority decides a question except when basic rights of members are involved or a rule provides otherwise.
10. Silence gives consent. Those who do not vote allow the decision to be made by those who do vote.
11. The chair should always remain impartial.

II. Unique Components to Small Assemblies:

These rules/exceptions are called the *Rules of Order for Small Assemblies*. However, the following RONR modifications to the Rules for small assemblies are notable and must be adhered to:

1. Members are not required to obtain the floor before speaking or making a motion, which can be done while seated. The chairperson merely recognizes the person.
2. Motions need not be seconded, although the chair should repeat the motion so that the meeting knows what is being talked about and before there is a vote, the proposed resolution should be repeated by the chair unless the resolution is clear. (A long motion should be in writing to assist the chair.)

3. There is no limit on the number of times that a person can speak, although in boards and committees it is not proper for a member to speak if a person who has not spoken wishes to be recognized. It is never proper to interrupt.
4. Informal discussion on a topic is permitted, even though no motion is pending. (It is required, however, to stick to the agenda.)
5. When a proposal is perfectly clear to the assembly, a vote can be taken without a motion having been made, but the chair is responsible for expressing the resolution before it is put to a vote.
6. The chair need not rise while putting questions to a vote.
7. The chair can participate in the discussion and unless there is a rule or custom of the board or committee to the contrary, can make motions and vote.
8. In order to have the benefit of the committee's or board's matured judgment, no motions to close or limit debate (such as "calling the question") are permitted.

III. Amendments:

A "motion to amend" can accomplish one or more of the following: 1) Inserting new language; 2) Striking language; and 3) Striking language in favor of adding new language.

Any motion can be amended by a subsequent motion. If the person who made the original motion consent to the amendment, the amendment is then deemed to be "friendly" amendment and it does not require additional support from another person; additionally, the matter is not subject to debate. If an amendment is not deemed friendly, it does require a person to second the amendment. Such a motion must then be debated and voted upon, before the debate resumes on the original motion.

A person wishing to make an amendment cannot interrupt another speaker. The chair should allow full discussion of the amendment (being careful to restrict debate to the amendment, not the original motion) and should then have a vote taken on the amendment only, making sure the board members know they are voting on the amendment, but not on the original motion.

If the amendment is defeated, another amendment may be proposed, or discussion will proceed on the original motion.

If the amendment carries, the meeting does not necessarily vote immediately on the "motion as amended." Because the discussion of the principle of the original motion was not permitted during debate on the amendment, there may be members who want to speak now on the issue raised in the original motion.



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: January 8, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i>
1.0 Call to Order & Pledge of Allegiance of the United States <u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-13 Special Rules of Order
Description: Board Chairperson Crist will call all Trustees to Order in preparation for the Board Meeting, followed by a recitation of the Pledge of Allegiance: The Pledge: "I pledge allegiance to the flag of the United States of America and to the Republic for which it stands, one Nation under God, indivisible, with liberty and justice for all".
Resource Impact: None
Requested Board Action: Come to order, stand, and recite the Pledge of Allegiance to the United States.
Action Taken:



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: January 8, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

- 2.0 Adoption of Minutes
 - 2.1 Regular Board Meeting of 11.13.23
 - 2.2 Board Fall Planning Meeting of 11.17.23

BOARD POLICY: GOVERNANCE PROCESS: GP-01 Governing Style

Description:

Attached are the minutes of the most recent regular meeting, as well as the recent special meeting of the Board, for your review and consideration for placement into the formal record of the Jackson College Board of Trustees.

Please note that, by State law, a preliminary draft of these minutes is posted within 8 days of each Board Meeting and are finalized as a permanent record upon Board approval at this, the subsequent board meeting.

Resource Impact:

None

Requested Board Action:

Consideration of the minutes for approval to the formal record of the Board.

Action Taken:



REGULAR MEETING OF THE BOARD OF TRUSTEES

Jackson College

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

11.13.23

[DRAFT & UNOFFICIAL]

The Regular Meeting of the Board of Trustees of Jackson College was held on Monday, 11.13.23, 6:30pm, 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, and Trustee Christopher Simpson

Board Member Absence: Trustee Phil Hoffman

Others Present Include: Dr. Daniel Phelan, Keith Everett Book, Cindy Allen, Jason Valente, Jen Fiero, Sandy DiCesare, Ariel Maturine, Stephanie Waffle-Stephenson, Lynn Guernsey, Jamie Vandenburg, Jessica Dore, Josh Sullivan

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

ADOPTION OF MINUTES

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

- Regular Board Meeting, Dated 10.16.23
- Special Board Meeting, Dated 10.19.23
- Special Board Meeting, Dated 10.25.23
- Special Board Meeting, Dated 10.30.23
- Special Board Meeting, Dated 11.08.23

MOTION BY TRUSTEE LAKE TO APPROVE THE MINUTES FOR THE REGULAR BOARD MEETING DATED 10.16.23 AND THE SPECIAL BOARD MEETINGS DATED 10.19.23, 10.25.23, 10.30.23, AND 11.8.23. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, SIMPSON, PATTERSON, LAKE, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.

DECLARATION OF CONFLICT OF INTEREST

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

OWNERSHIP LINKAGE

PUBLIC COMMENTS:

Chairperson Crist invited attending members of the public (who registered via the form provided at the Board Room door prior to this portion of the agenda) to offer their comments to the Board of Trustees (up to five minutes each). As was also stated on said form, Chairperson Crist reminded those offering comments that the Board does not respond in this setting when the matter presented concerns personnel, student issues, or matters are being addressed through the established grievance or legal processes, or otherwise a subject of review by the Board of Trustees.

Jen Fiero (Current JC Employee) – Fiero described her extensive history with, and pride in, Jackson College. She also described areas of improvement needed at Jackson College, including millage campaign strategies, a lack of College presence in the community, a systemic culture of intimidation, and mishandling of harassment issues, as she reported. She suggested the adoption of a growth mindset, error acknowledgement, review and amendment of policies, and specific goals.

BOARD COMMENTS:

Chairperson Crist thanked the speaking public for their comments and assured them that their comments will be taken into consideration.

Trustee Lake shared that she enjoyed visiting the Veteran's Day Open House held at Jackson College in observance of Veteran's Day.

Chairperson Crist noted the inflation of the Jets Air Station on Central Campus.

OWNERSHIP LINKAGE COMMITTEE STATUS:

CEO Phelan suggested making rounds to share College information to each of the Townships in the County.

Chairperson Crist suggested that the presentation of the IT and Financial Audits by auditing firm Rehmann be moved to this point in the agenda, which was agreed to by consensus of the Board.

John Globoker explained that an audit is a culmination of an entire year's work that requires significant collaboration in order to meet deadlines. He introduced a broad overview of the tests that were completed of the following for the IT Audit:

- Information Technology Audit & Assessment
- Internal Vulnerability Analysis & Penetration Test
- External Vulnerability Analysis & Penetration Test
- Wireless Vulnerability Analysis & Penetration Test

Jessica Dore of the Rehmann audit firm gave an in-depth presentation to the Board on the IT audit, indicating that cyber-auditing IT is a continuous process that is ever-

evolving . She provided a summary of the internal audit, indicating 27 findings, and 11 comments. Trustee Lake asked if there is a period by which the College is suggested to meet the recommendations. Dore explained that Rehmann encourages management set up their own timeline, but Rehmann will revisit all findings in their next audit.

Trustee Heins asked if there were areas of surprise in the audit, to which Dore indicated that these were just recommendations and that there were no surprises to their team. The external IT audit had no findings, only 1 comment. For the internal vulnerability analysis there were 2 findings, and recommendations to further secure the internal environment. For the wireless perspective, there was only 1 comment for best practices.

Trustee Simpson asked if the personally identifiable information (PII) was tested. Dore noted that the College is working through rebuilding that process, and the auditor encouraged that this be put back in place.

Globoker then moved on to the financial audit, starting with an appreciation for all those that worked on the financial audit, especially the College audit team and multiple College departments: Foundation, Facilities, Financial Aid, HR, Legal, Housing, Marketing, and Academics, as well as the Rehmann audit team.

Josh Sullivan of Rehmann shared an in-depth review of the draft financial audit schedules and footnotes, indicating no substantial findings. He explained any notable fluctuations in operating revenues, pension plans, OPEB liabilities, and cash / cash equivalents, noting a total net position increase of \$1.6M.

CEO Phelan explained for Vice-Chairperson Patterson that the largest subscription the College holds is with CampusWorks.

ITEMS FOR DECISION

GOVERNANCE PROCESS ITEMS: Governance Process: GP-13 Special Rules of Order – Policy Review

The Board's Governance Process policy GP-13 Special Rules of Order was reviewed by the Board for its regularly scheduled review. Chairperson Crist, Trustee Simpson, Trustee Lake, and CEO Phelan proposed amendments for the Board's consideration.

The following substantial policy changes in red were discussed (and then approved):

Policy Item 3:

Trustees will not present an item for action or discussion at a Board meeting if it is not on the agenda, unless otherwise approved by a majority vote of the Board.

Policy Item 12:

Board decisions about policies and revisions to policies will be considered first by the Board members assigned for pre-review of the policies, with the second reading occurring during the actual Board meeting. If approved, it has immediate effect.

MOTION BY TRUSTEE LAKE TO APPROVE POLICY GP-13 SPECIAL RULES OF ORDER AS AMENDED. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, SIMPSON, PATTERSON, LAKE, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.

GOVERNANCE PROCESS ITEMS: Board-CEO Delegation: BCD-02 Accountability of the CEO – Policy Review

The Board's Board-CEO Delegation policy BCD-02 Accountability of the CEO was reviewed by the Board for its regularly scheduled review. Chairperson Crist, Trustee Simpson, Trustee Lake, and CEO Phelan proposed no amendments for the Board's consideration.

MOTION BY TRUSTEE SIMPSON TO APPROVE POLICY BCD-02 ACCOUNTABILITY OF THE CEO. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, SIMPSON, PATTERSON, LAKE, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.

EXECUTIVE LIMITATIONS ITEMS: Executive Limitations: EL-07 Compensation & Benefits – Policy Review

The Board's Executive Limitations policy EL-07 Compensation & Benefits was reviewed by the Board for its regularly scheduled review. Chairperson Crist, Trustee Simpson, Trustee Lake, and CEO Phelan proposed amendments for the Board's consideration.

MOTION BY TRUSTEE LAKE TO APPROVE POLICY EL-07 COMPENSATION AND BENEFITS AS AMENDED. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, SIMPSON, PATTERSON, LAKE, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.

EXECUTIVE LIMITATIONS ITEMS: Executive Limitations: EL-09 Organization Culture – Policy Review

The Board's Executive Limitations policy EL-09 Organization Culture was reviewed by the Board for its regularly scheduled review. Chairperson Crist, Trustee Simpson, Trustee Lake, and CEO Phelan proposed amendments for the Board's consideration.

Vice-Chairperson Patterson described the Board previously receiving select reports on a scheduled basis, particularly the PACE Survey, crime reports, and monthly program information.

CEO Phelan described that in accordance with the practices of Policy Governance, board policies are designed to ensure that the Board stays at a strategic level. He noted that policy interpretations drill down further into systems that the CEO will use to measure compliance.

Trustee Lake shared that she would like more oral presentations from administration and departments.

CEO Phelan recommended the following be added to the policy:

The CEO shall not:

4. Operate without an annual assessment or methodology of determining organizational cultural health.

Discussion ensued and CEO Phelan's suggestion was added to the policy, later approved.

Trustee Heins suggested that this topic of the 'living policy' documents be moved to a retreat for further discussion to understand what each Board member is looking for in policies, interpretations, and monitoring reports. Chairperson Crist noted that this will be discussed further at the Fall Planning Session (11.17.23).

MOTION BY TRUSTEE HEINS TO APPROVE POLICY EL-09 ORGANIZATION CULTURE AS AMENDED. TRUSTEES VOTED BY ROLL CALL VOTE:

TRUSTEES HEINS: YES

TRUSTE SIMPSON: YES

VICE CHAIRPERSON PATTERSON: NO

TRUSTEE LAKE: YES

CHAIRPERSON CRIST: YES

THE MOTION PASSED 4:1.

EXECUTIVE LIMITATIONS ITEMS: EL-07 Compensation and Benefits – Interpretations Review

CEO Phelan presented his clarified interpretation recommendations for policy EL-07 to the Board for their regularly scheduled review.

MOTION BY TRUSTEE LAKE TO APPROVE THAT THE BOARD HAS ASSESSED CEO PHELAN'S AMENDED INTERPRETATIONS OF POLICY EL-07 COMPENSATION AND BENEFITS AND FINDS THAT THEY DEMONSTRATE A REASONABLE INTERPRATION OF THE POLICY. TRUSTEES VOTED BY ROLL CALL VOTE:

TRUSTEES HEINS: YES

TRUSTE SIMPSON: YES

VICE CHAIRPERSON PATTERSON: NO

TRUSTEE LAKE: YES

CHAIRPERSON CRIST: YES

THE MOTION PASSED 4:1.

EXECUTIVE LIMITATIONS ITEMS: EL-09 Organization Culture – Interpretations Review

CEO Phelan presented his clarified interpretation recommendations for policy EL-09 to the Board for their regularly scheduled review. Trustee Lake shared her appreciation for the addition of a 24/7/365 anonymous, independent of the College, reporting tool being put in place.

MOTION BY TRUSTEE HEINS TO APPROVE THAT THE BOARD HAS ASSESSED CEO PHELAN'S AMENDED INTERPRETATIONS OF POLICY EL-09 ORGANIZATION CULTURE AND FINDS THAT THEY DEMONSTRATE A REASONABLE INTERPRATION OF THE POLICY. TRUSTEES VOTED BY ROLL CALL VOTE:

TRUSTEES HEINS: YES

TRUSTE SIMPSON: YES

VICE CHAIRPERSON PATTERSON: NO

TRUSTEE LAKE: YES

CHAIRPERSON CRIST: YES

THE MOTION PASSED 4:1.

MONITORING CEO PERFORMANCE

MONITORING CEO PERFORMANCE: EL-04 Financial Conditions & Activities – Evidence Review:

CEO Phelan presented the evidence (i.e., monitoring report) for Policy EL-04 Financial Conditions & Activities indicating Full Compliance according to his previously approved interpretations. He thanked CFO John Globoker for his work on the monitoring report and shared that no later than January, he hopes to have information on the potential sale of the Adrian facilities to share with the Board.

Trustee Heins and CEO Phelan discussed the \$700K expenditures that were satisfied by other overbudgeted and undesignated general fund sources.

MOTION BY TRUSTEE SIMPSON THAT THE BOARD HAS ASSESSED THE MONITORING REPORT FOR POLICY EL- 04 FINANCIAL CONDITIONS & ACTIVITIES AND FINDS THAT IT DEMONSTRATES COMPLIANCE WITH A REASONABLE INTERPRETATION OF THE POLICY. TRUSTEES VOTED BY ROLL CALL VOTE WITH TRUSTEES HEINS, SIMPSON, PATTERSON, LAKE, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.

MONITORING CEO PERFORMANCE: EL-08 Communication & Support to the Board – Evidence Review:

CEO Phelan presented the evidence (i.e., monitoring report) for Policy EL-08 Communication & Support to the Board indicating Partial Compliance according to his previously approved interpretations. He suggested stress testing Board policies and

procedures with the Board throughout the year to accomplish muscle memory for addressing future issues that may present themselves to the Board.

CEO Phelan shared with the Board a means by which they can move forward with greater levels of success using the Board Member Handbook Playbook, which includes scenarios they can consider in future planning sessions and retreats. He also suggested the engagement of Governance Coach Rose Mercier in this work.

Chairperson Crist described his support for CEO Phelan's suggested direction and accepted responsibility on behalf of the Board for areas of described non-compliance in the monitoring report. Trustee Simpson described the good table-top explorations that have been done in the past, particularly at the ACCT GLI, but could be done more often, starting with the Spring Planning Session.

MOTION BY TRUSTEE HEINS THAT THE BOARD HAS ASSESSED THE MONITORING REPORT FOR POLICY EL- 08 COMMUNICATION & SUPPORT TO THE BOARD AND FINDS THAT IT DEMONSTRATES PARTIAL COMPLIANCE WITH A REASONABLE INTERPRETATION OF THE POLICY. TRUSTEES VOTED BY ROLL CALL VOTE:

TRUSTEES HEINS: YES

TRUSTEE SIMPSON: YES

VICE CHAIRPERSON PATTERSON: NO

TRUSTEE LAKE: YES

CHAIRPERSON CRIST: YES

THE MOTION PASSED 4:1.

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.

Trustee Simpson suggested ensuring that discussions had by the policy pre-review committees be shared more fulsomely with the full Board.

INFORMATION REQUEST BY THE BOARD

Next Board Meeting Topics – January 8, 2024:

CEO Phelan provided the members with a portend of items that are to come at the 01.08.24, Jackson College Board of Trustees Meeting and took agenda suggestions.

Below are currently anticipated topics:

- Policy Review – Part 2: EL-01 Treatment of Learners
- Policy Review – Part 2: EL-02 Treatment of Staff

- Policy Review: EL-10 Access to Education
- Policy Review: GP 11 Linkage with Ownership
- Policy Review: GP-14 Handling Operational Complaints
- Policy Review: GP-15 Handling Alleged Policy Violations
- Evidence Review: EL-07 Compensation & Benefits
- Evidence Review: EL-09 Organization Culture
- Board Survey Review: GP-13 Special Rules of Order
- Board survey Review: BCD-02 Accountability of CEO
- FY'24 Q1 Financial Statement
- Consideration of Spring Planning Session Date
- Consideration of Distinguished Service Award Nominations

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

Principles of Policy Governance:

Members discussed the Policy Governance principles of monitoring institutional performance, executive limitations, and governance process. Trustee Lake described good discussions with ample time to make the changes needed.

MEETING CONTENT REVIEW

Trustees expressed that the content was sufficient.

ADJOURN

MOTION BY TRUSTEE LAKE “To adjourn.”

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

Meeting Adjourned at 8:09pm ET.



FALL PLANNING SESSION OF THE BOARD OF TRUSTEES

Jackson College

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

11.17.23

[DRAFT & UNOFFICIAL]

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

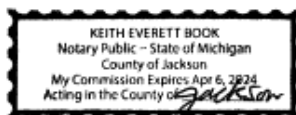
I, Teshna Thomas, being duly sworn, depose and say that I have been nominated to the office of member of the Board of Trustees of Jackson College, Michigan, for a term of approximately thirteen (13) months commencing November 8, 2023, that I am a citizen of the United States and a qualified elector of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

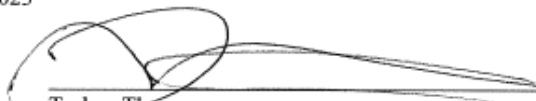



Notary Public, Jackson County, Michigan
Acting in Jackson County, Michigan
My Commission Expires: 4-6-24

OATH OF OFFICE

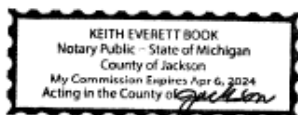
I, Teshna Thomas, do solemnly swear (or affirm) that I will support the Constitution of the United States of America and the Constitution of the State of Michigan, and that I will faithfully discharge the duties of the office of Trustee of the Board of Trustees of Jackson College, Michigan, according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

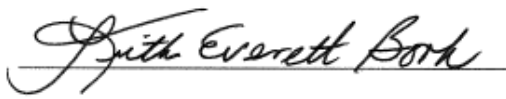
Dated this __17th__ day of November, 2023


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
My Commission Expires: 4-6-24

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.

<p align="center">BOARD OF TRUSTEES MEETING Action & Information Report Board Meeting Date: January 8, 2024</p>



TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>3.0 Declaration of Conflict of Interest*</p> <p><u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-09 Board Code of Conduct</p>
<p>Description:</p> <p>Consistent with Board Policy, By-laws, and the standard of the Fiduciary Duty of Loyalty, this item is placed on the agenda for members to formally consider and disclose any item on the agenda wherein they may have any apparent or actual conflict of interest. This duty standard also requires members to act transparently.</p> <p>Should a conflict be present, it is requested that the member publicly note the item in question to the Board Chairperson and abstain from any action concerning said item.</p> <p>A roll call vote is required for this item.</p>
<p>Resource Impact:</p> <p>None</p>
<p>Requested Board Action:</p> <p>Roll Call Consideration of any actual or perceived conflict of interest with agenda items.</p>
<p>Action Taken:</p>



BOARD OF TRUSTEES MEETING

Action & Information Report

Board Meeting Date: January 8, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

4.0 Ownership Linkage

4.1 Public Comments (limit of 5 minutes per person)

BOARD POLICY: GOVERNANCE PROCESS: GP-11 Board Linkage with Ownership

Description:

This item is placed on the agenda for any citizen to provide comments to the Board of Trustees. This agenda item represents the only period during the Board Meeting wherein persons may address the Board directly. Public comments are limited to five (5) minutes, unless otherwise established at the call of the Board Chair.

The Chairperson should read the following statement prior to persons offering comment, but regardless, is expected to be adhered to by persons wishing to address the Board:

“When addressing the Board, speakers are asked to be respectful and civil. Be advised that, as an on-going practice, the Board does not respond in this Board Meeting setting when the matter presented concerns personnel, student issues, operations, or other matters that are being addressed through the established grievance or legal processes, or otherwise are a subject of review by the Board of Trustees”.

Resource Impact:

None

Requested Board Action:

Receive comments from persons wishing to address the Board.

Action Taken:



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: January 8, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

4.0 Ownership Linkage
 4.2 Board & CEO Comments

BOARD POLICY: GOVERNANCE PROCESS: GP-11 Board Linkage with Ownership

Description:

This item is placed on the agenda for members, as well as the CEO, to make any prefatory comments before engaging in the board agenda and deliberations. As such, members can use this item to offer any comments of a non-action-oriented nature for the edification of other members and/or the CEO.

However, good governance practice suggests that this is not an occasion to make statements to the attending public, as this is a meeting of the Board, not the public. Thus, this item is provided solely an opportunity for sharing items of interest among Trustees.

Resource Impact:

None

Requested Board Action:

Receive non-action item comments from members and/or the CEO.

Action Taken:

<p align="center">BOARD OF TRUSTEES MEETING Action & Information Report Board Meeting Date: January 8, 2024</p>



TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i>	
4.0	Ownership Linkage 4.3 Ownership Linkage Status <u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-11 Board Linkage with Ownership
Description:	
<p>This item is placed on the agenda for Trustees to provide any updates on ownership linkage activity.</p> <p>I would like to visit with the Board about the possibility of making rounds to each of the Townships in the County as part of the next effort related to Ownership Linkage</p>	
Resource Impact:	
None	
Requested Board Action:	
Consider updates from Trustees regarding Ownership Linkage progress.	



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: January 8, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

5.0 Items for Decision

5.1 Governance Process

5.1.1 GP-11 Board Linkage with Ownership – Policy Review*

BOARD POLICY: GOVERNANCE PROCESS: GP-11 Board Linkage with Ownership

Description:

Enclosed for its regularly scheduled review is policy GP-11. Chairperson Crist, Vice-Chairperson Patterson, Trustee Hoffman, and I are recommending minor clarifying changes more in line with current practices for your consideration.

The enclosed version tracks the recommended changes.

Resource Impact:

None

Requested Board Action:

Consideration of amendments to policy GP-11 Board Linkage with Ownership.

Action Taken:



JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: GOVERNANCE PROCESS

Policy Title: Board Linkage with Ownership

Policy Number: GP 11

Date Adopted: 06.08.20

Version: 1.0

Date Last Reviewed: 01.9.23

Responsible Party: Chief Governance Officer (CGO)

Reviewing Committee: Chairperson Crist,
Vice-Chairperson Patterson, &
Trustee Hoffman

GLOBAL GOVERNANCE PROCESS STATEMENT:

The Owners of Jackson College are defined as the taxpayers citizens of Jackson County. The Jackson College Board of Trustees shall be accountable for the organization to its Owners as a whole. Trustees shall act on behalf of the Owners as a whole, rather than being advocates for specific geographic areas, individuals, ethnic groups, identities or other interest groups.

1. When making governance decisions, Trustees shall maintain a distinction between their personal interests as customers, ~~of~~ the College's mission and services, as well as their obligation to speak for others as a representative of the Owners as a whole. As the agent of the Owners, the Board is obligated to identify and know what the Owners want and need from a strategic, long-term perspective.
2. The Board shall gather data in a way that reflects the diversity of the Ownership. It shall meet with, gather input from, and otherwise interact with Owners in order to understand the diversity of their values and perspectives.
3. The Board will establish and maintain a three-year Ownership linkage planning cycle, in order to ensure that the Board has intentional and constructive dialogue and deliberation with the Owners, primarily around the organization's Ends. The plan will include selection of representative Owners for dialogue, methods to be used, and questions to be asked of the Owners. The information obtained from this dialogue with Owners will be used to inform the Board's policy deliberations.
 - 3.1. All Trustees are accountable to the Board for participating in the linkage with Owners as identified in the plan.
4. The Board will consider its Ownership linkage successful if, to a continually increasing degree:

- When developing or revising Ends, the Board has access to diverse viewpoints that are representative of the Ownership regarding what strategic benefits this organization should provide, for whom, and the relative priority of those benefits.
- The Owners are aware that the Board is interested in their perspective, as Owners and not as customers.
- If asked, the Owners would say that they have had opportunity to let the Board know their views.
- The Owners are aware of how the Board has used the information they provided.
- The outcomes of the deliberations with the Owners are policy related matters rather than operational or customer-based matters.

Date Of Change	Version	Description of Change	Responsible Party
06.08.20	1.0	First release following Policy Governance consulting work.	Chief of Staff
01.09.23	1.0	Regular Review – No changes	CEO



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: January 8, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

5.0 Items for Decision

5.1 Governance Process

5.1.2 GP-14 Handling Operational Complaints – Policy Review*

BOARD POLICY: GOVERNANCE PROCESS: GP-14 Handling Operational Complaints

Description:

Enclosed for its regularly scheduled review is policy GP-14. Chairperson Crist, Vice-Chairperson Patterson, Trustee Hoffman, and I are not recommending any changes at this time.

Resource Impact:

None

Requested Board Action:

Consideration of amending or approving policy GP-14 Handling Operational Complaints.

Action Taken:



JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: GOVERNANCE PROCESS

Policy Title: Handling Operational Complaints

Policy Number: GP 14

Date Adopted: 06.08.20

Version: 2.0

Date Last Reviewed: 01.9.23

Responsible Party: Chief Governance Officer (CGO)

Reviewing Committee: Chairperson Crist,
Vice-Chairperson Patterson, &
Trustee Hoffman

GLOBAL GOVERNANCE PROCESS STATEMENT:

To ensure that the Jackson College Board of Trustees fulfils its accountability to the Ownership, but does not interfere in matters it has delegated to the CEO, the following process shall be followed in the case of a Trustee receiving a complaint regarding an operational matter.

1. The Trustee shall inquire to the CEO if the proper internal communication protocol for registering concerns has been followed. If not, the individual shall be directed to the appropriate person, and the Trustee shall take no further action.
2. The Trustee shall not offer any evaluative comments or solutions to the individual bringing the concern.
3. If the internal protocol has been followed and the concern has not been resolved through that action, the Trustee may explain to the individual that the Board has delegated certain responsibilities to the CEO, and that the Board holds the CEO accountable. Indicate that the CEO will be asked to ensure that the matter is looked into and respond directly or through a delegate. The CEO will follow up with the Trustee regarding the outcome of the matter with the individual.
4. The Trustee may ask the individual to contact him or her again if the matter has not been addressed within a reasonable time period.
5. The Trustee shall inform the CEO of the complaint, and request that it be addressed.

Date Of Change	Version	Description of Change	Responsible Party
06.08.20	1.0	First release following Policy Governance consulting work.	Chief of Staff
3.8.21	2.0	Regular Update	Chief of Staff
2.14.22	2.0	Regular Review – no changes	CEO
01.09.23	2.0	Regular Review – no changes	CEO



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: January 8, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

5.0 Items for Decision

5.1 Governance Process

5.1.3 GP-15 Handling Alleged Policy Violations – Policy Review*

BOARD POLICY: GOVERNANCE PROCESS: GP-15 Handling Alleged Policy Violations

Description:

Enclosed for its regularly scheduled review is policy GP-15. Chairperson Crist, Vice-Chairperson Patterson, Trustee Hoffman, and I are recommending a clarifying change more in line with current practices for your consideration.

The enclosed version tracks the recommended change.

Resource Impact:

None

Requested Board Action:

Consideration of amending or approving policy GP-15 Handling Alleged Policy Violations.

Action Taken:



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: GOVERNANCE PROCESS

Policy Title: Handling Alleged Policy Violations

Policy Number: GP 15

Date Adopted: 06.08.20

Version: 1.0

Date Last Reviewed: 01.9.23

Responsible Party: Chief Governance Officer (CGO)

Reviewing Committee: Chairperson Crist,
Vice-Chairperson Patterson, &
Trustee Hoffman

GLOBAL GOVERNANCE PROCESS STATEMENT:

The Board as a whole, has the responsibility to regularly monitor the performance of the CEO as outlined in the policies on Board-CEO Delegation. If there is a reasonable appearance of policy violation, even though a particular policy is not scheduled for monitoring, the Board may choose to request a monitoring report at any time. The Board may also use the occasion of a concern to re-evaluate the adequacy of its policy to address the issue raised.

1. Conditions which may trigger a request for monitoring beyond the normal schedule may include:
 - A Trustee has been contacted regarding a complaint by a member of the Ownership. After the Board member has followed the procedure for handling complaints (See GP-14 Policy on Handling Complaints), the individual again contacts the Trustee indicating that the complaint still exists, and in the Trustee's opinion the incident appears to be a potential policy violation.
 - One or more Trustees receive complaints or become aware of a pattern of similar instances that, taken together, raise questions of general policy violation.
 - A single incident of complaint is of a nature that, regardless of how it is resolved, there is a serious question of policy violation.
2. If any of the above conditions exist:
 - The Trustee shall inform the Board Chair of the situation.
 - If the alleged situation presents a material level of risk to the organization, the Board Chair shall call a special meeting of the Board as soon as practical and the Board shall determine if (a) it needs to seek legal counsel, and/or (b) engage an external, qualified, independent third party.

- If the alleged situation does not present a sufficient level of risk for the above process, the Board Chair shall request the CEO to provide to the Board his or her interpretation of the policy, or the relevant parts of the policy, along with rationale for why the interpretation should be considered reasonable.
 - The Board shall determine whether the CEO's interpretation falls within any reasonable interpretation of the policy, or whether to request an opinion regarding reasonableness from a qualified, external, disinterested third party.
 - The Board shall determine whether to request evidence of compliance with the interpretation from the CEO or a qualified, external, disinterested third party.
 - The Board as a whole shall determine whether the CEO's interpretation falls within any reasonable interpretation of the policy.
3. If the CEO's interpretation is assessed by the Board to be reasonable, and there is evidence of compliance with that interpretation, the matter shall be dropped at the Board level. The CEO will handle the issue.
 4. If the CEO's interpretation is assessed by the Board as not being a reasonable interpretation of the policy, or there is a clear violation of a reasonable interpretation, the Board shall determine the degree of seriousness of the issue and address the CEO regarding performance.
 5. If the incident(s) in question do(es) not appear to be a potential violation of policy:
 - The Trustee should consider if he or she believes the policy should be amended to prevent a future occurrence of a similar situation.
 - If the Trustee considers that a policy amendment should be made, the Board member should ask the Board Chair to put the item on the next agenda.
 6. ~~The Board as a whole then shall debate whether or not the policy should be amended, making the reported event explicitly unacceptable in the future.~~

Date Of Change	Version	Description of Change	Responsible Party
06.08.20	1.0	First release following Policy Governance consulting work.	Chief of Staff
01.09.23	1.0	Regular review – No changes	CEO

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: January 8, 2024



TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

5.0 Items for Decision

5.2 Executive Limitations

5.2.1 EL-01 Treatment of Learners – Policy Review – Part 2*

BOARD POLICY: EXECUTIVE LIMITATIONS: EL-01 Treatment of Learners

Description:

Attached for review (per the Board's postponement of its regular review at the 9.11.23 regular Board meeting) is policy EL-01. Chairperson Crist, Vice-Chairperson Patterson, Trustee Hoffman, and I are recommending changes for your consideration.

The enclosed version tracks the recommended changes.

Resource Impact:

None

Requested Board Action:

Consideration of amendment(s) to policy EL-01 Treatment of Learners.

Action Taken:



JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: EXECUTIVE LIMITATIONS

Policy Title: Treatment of Learners

Policy Number: EL 01

Date Adopted: 11.11.19

Version: 1.0

Date Last Reviewed: 9.12.22

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Crist,
Vice-Chairperson Patterson, &
Trustee Hoffman

GLOBAL EXECUTIVE LIMITATIONS STATEMENT:

The CEO shall not cause or allow conditions, procedures or decisions related to the treatment of learners that are unsafe, unfair/in equitable, disrespectful, or unnecessarily intrusive.

Further, without limiting the scope of the above statement by the following list, the CEO shall not:

1. Permit learners and others who use College property and equipment to be without proper training and reasonable protections against hazards or conditions that might threaten their health, safety or well-being.
 - 1.1. Allow learners to be without current, enforced policies that minimize the potential for exposure to harassment, provide remedy for harassment situations, and provide methods for dealing with individuals who harass.
2. Deliver programs in a manner that is insensitive to learners' culture.
3. Permit violation of learner confidentiality and privacy, except where specific disclosure is required by legislation or regulation.
 - 3.1. Use forms or procedures that elicit information for which there is no clear necessity.
 - 3.2. Use methods of collecting, reviewing, storing or transmitting learner information that inadequately/unreasonably protect against improper access to personal information.

4. Permit admission, registration, evaluation, or recognition processes that treat learners ~~unfairly~~inequitably.
5. Permit ~~unfair~~inequitable, inconsistent or untimely handling of learner complaints.
 - 5.1. Permit learners to be without a process for registering a complaint or concern, including an appeal process, or to be uninformed of the process.
- ~~6.~~ Permit learners to be uninformed of learner rights and responsibilities, including expectations for learner behaviour, and the consequences of failure to adhere to the expectations.
 - ~~5.2.6.1.~~ Permit learners participating in non-traditional programs to be without written acknowledgment of the non-traditional nature of the program, its expectations and contingencies.
- ~~6.7.~~ Retaliate against any learner for non-disruptive expression of dissent.
- ~~7.8.~~ Permit decisions affecting learners to be taken without appropriate notification to learners.

Date Of Change	Version	Description of Change	Responsible Party
11.11.19	1.0	First release following Policy Governance consulting work.	Chief of Staff
9.12.22	1.0	Regular Review – Approved	CEO



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: January 8, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

5.0 Items for Decision

5.2 Executive Limitations

5.2.2 EL-02 Treatment of Staff – Policy Review – Part 2*

BOARD POLICY: EXECUTIVE LIMITATIONS: EL-02 Treatment of Staff

Description:

Attached for review (per the Board's postponement of its regular review at the 9.11.23 regular Board meeting) is policy EL-02. Chairperson Crist, Vice-Chairperson Patterson, Trustee Hoffman, and I are recommending changes for your consideration.

The enclosed version tracks the recommended changes.

Resource Impact:

None

Requested Board Action:

Consideration of amendment(s) to policy EL-02 Treatment of Staff.

Action Taken:



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: EXECUTIVE LIMITATIONS

Policy Title: Treatment of Staff

Policy Number: EL 02

Date Adopted: 11.11.19

Version: 1.0

Date Last Reviewed: 4.11.22

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Crist,
Vice-Chairperson Patterson,
Trustee Hoffman

GLOBAL EXECUTIVE LIMITATIONS STATEMENT:

The CEO shall not cause or allow a workplace environment that is ~~unfair~~inequitable, disrespectful, unsafe, disorganized, or otherwise interferes with College staff's ability to do their jobs.

Further, without limiting the scope of the above statement by the following list, the CEO shall not:

1. Allow staff to be without current, enforced, written human resource policies that clarify expectations and working conditions, provide for effective handling of grievances, and protect against wrongful conditions.
 - 1.1. Permit staff to be without adequate protection from harassment and bias.
 - ~~1.2.~~ Permit staff to be uninformed of the performance standards by which they will be assessed.
 - ~~1.2.~~1.3. Permit staff to be without a means by which to file a grievance / complaint independent of the College.
2. Permit workplace conditions which do not comply with current collective bargaining agreements or the rules and regulations pertaining to staff and faculty labor unions or union labor agreements.
3. Retaliate against any staff member for non-disruptive expression of dissent.
4. ~~Allow staff to be unprepared to deal with emergency situations.~~

5. Permit staff to be without reasonable opportunity for professional growth and development.

Date Of Change	Version	Description of Change	Responsible Party
11.11.19	1.0	First release following Policy Governance consulting work.	Chief of Staff
4.11.22	1.0	Regular Review – Approved	CEO



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: January 8, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

5.0 Items for Decision

5.2 Executive Limitations

5.2.3 EL-10 Access to Education – Policy Review*

BOARD POLICY: EXECUTIVE LIMITATIONS: EL-10 Access to Education

Description:

Attached for its regularly scheduled review is policy EL-10. Chairperson Crist, Vice-Chairperson Patterson, Trustee Hoffman, and I are recommending changes for your consideration.

The enclosed version tracks the recommended changes.

Resource Impact:

None

Requested Board Action:

Consideration of amendment(s) to policy EL-10 Access to Education.

Action Taken:



JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: EXECUTIVE LIMITATIONS

Policy Title: Access to Education

Policy Number: EL 10

Date Adopted: 11.11.19

Version: 2.0

Date Last Reviewed: 01.09.23

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Crist,
Vice Chairperson Patterson, &
Trustee Hoffman

GLOBAL EXECUTIVE LIMITATIONS STATEMENT:

The CEO shall not allow conditions that unnecessarily restrict learner or potential learner access to education.

Further, without limiting the scope of the above statement by the following list, the CEO shall not:

1. Cause or allow the setting of tuition and/or fees that do not provide for a reasonable balance of fiscal responsibility between learners and taxpayers, that does not consider forecasted enrollment, the level of anticipated State appropriations, union contracts, obligations, major strategic initiatives, requirements for total cost recovery, or a contribution to the overhead of the College.
2. Allow learners and potential learners to be uninformed of plans for future tuition and/or fee increases to allow learners in educational programs to do long-term financial planning.
3. Be without a consistent method that provides for appropriate recognition of learning outside of Jackson College provided educational programs.
4. Permit academically qualified learners ~~with disabilities, or insufficient economic means,~~ to be without an n-supportive environment that ~~without compromising academic standards, wherever possible~~ enables them to complete their educational programs.
5. Permit activities, circumstances, or decisions that jeopardize the ability of learners to enroll in available courses or, programs, ~~or assessments, or~~ to obtain the instructional hours required to complete their course of studies.

Date Of Change	Version	Description of Change	Responsible Party
11.11.19	1.0	First release following Policy Governance consulting work.	Chief of Staff
2.1.21	1.0	Regular Review – Approved	Chief of Staff
2.09.22	1.0	Regular Review – Approved	CEO
01.09.23	2.0	Regular Review – Approved amendments to 1.0 and minor language throughout	CEO

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: January 8, 2024



TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

5.0 Items for Decision

5.2 Executive Limitations

5.2.4 EL-01 Treatment of Learners – Interpretations Review – Part 2*

BOARD POLICY: EXECUTIVE LIMITATIONS: EL-01 Treatment of Learners

Description:

Attached for assessment (per the Board's postponement of their regular assessment at the 9.11.23 regular Board meeting) are my interpretations for policy EL-01.

I am recommending some changes to my interpretations since the Board last reviewed them for your consideration. Please find attached a version that tracks my recommended changes.

Resource Impact:

None

Requested Board Action:

Consideration of accepting or not accepting my interpretations for policy EL-01 Treatment of Learners as demonstrating a reasonable interpretation of the policy.

Action Taken:



Jackson College Board of Trustees

Interpretations Assessment: EL – 01 Treatment of Learners

Report Date: 01.08.24

Note: Board Policy is indicated in bold typeface throughout the report.

POLICY STATEMENT: The CEO shall not cause or allow conditions, procedures or decisions related to the treatment of learners that are unsafe, **inequitable**, disrespectful, or unnecessarily intrusive.

INTERPRETATION:

Further, without limiting the scope of the above statement by the following list, the CEO shall not:

1. Permit learners and others who use College property **and equipment** to be without **proper training and** reasonable protections against hazards or conditions that might threaten their health, safety or well-being.

INTERPRETATION:

Compliance will be demonstrated when:

- a) There are operational policies in place to protect learners from any conditions that might threaten their health, safety or well-being, all of which are accessible on the College's web page, which are reviewed every two years to ensure relevancy and currency.

- b) Safety Data Sheets (SDS) are maintained and accessible upon request to employees and learners in compliance with OSHA standard 1910.1200(b)(4)(ii).
- c) There is a current plan in place for snow and ice removal.
- d) A current emergency reference guide is available on-line and new Emergency Posters have been installed on hallway walls throughout all College buildings. The guide content and placement of the guide is consistent with advice from local police and fire departments.
- e) A Drug Free Schools and Campus Plan, which is reviewed every two years and complies with the Drug Free Schools and Campuses Regulation (EDGAR Part 86), is accessible on the website.
- f) A Campus Security Report is published annually and presents statistics for crimes reported to the Office of Campus Safety and Security during the last three years.
- g) A pandemic plan is current, accessible, and on the College's website, together with the most up to date information on COVID-19 for learners and employees.
- h) Learners and employees have reasonably understandable access to a communications system which informs of campus closings and cancellations due to weather or other emergency situations.
- i) Annual elevator inspections, boiler inspections and quarterly fire system inspections are completed.
- j) The College provides campus-based mental, physical, and dental health services for all learners and employees.

This interpretation is reasonable because it ensures compliance with nationally accepted principles for safety and security for institutions of higher education.

1.1. Allow learners to be without current, enforced policies that minimize the potential for exposure to harassment, provide remedy for harassment situations, and provide methods for dealing with individuals who harass.

INTERPRETATION:

Compliance will be demonstrated when:

- a) The College has a current Sexual Discrimination/Harassment Policy which is accessible to learners and employees.
- b) An easily accessible Incident Reporting Form and anonymous tip line, independent of the College, is available to learners to report issues of harassment.
- c) The College has identified a full-time Compliance Officer who also assumes responsibilities of Title IX Coordinator. Their contact information is easily accessible to learners.
- d) Initial information is gathered in response to any incident report or anonymous tip of

harassment and when warranted, the Title IX Officer works with the College investigator and the College attorney until there is a resolution.

- e) Results of all sexual discrimination and harassment investigations are retained by Human Resources.
- f) The College annually files the Clery Act report.
- g) All employees complete the required periodic training on recognizing harassment.
- h) New employees review all College policies which includes the Sexual Discrimination/Harassment Policy.

The interpretation is reasonable because it includes all elements required for compliance with legal requirements related to the Clery Act, and it is consistent with the College's Zero Tolerance policy.

2. Deliver programs in a manner that is insensitive to learners' culture.

INTERPRETATION

Compliance will be demonstrated when:

- a) The College delivers or makes available cultural training and ongoing professional development to all employees.
- b) The ~~Chief Diversity Officer~~ College ensures the curriculum is unbiased, inclusive, and creates a sense of belonging.
- c) The College works with focus groups of learners and staff, Affinity Group Representatives of various populations to increase understanding and connection with the respective local communities.

The interpretation is reasonable because the processes reflect best practices in higher education, as well as current thinking and research regarding sensitivities of various cultures.

3. Permit violation of learner confidentiality and privacy, except where specific disclosure is required by legislation or regulation.

INTERPRETATION

Compliance will be demonstrated when:

- a) A current policy is in place that demonstrates the college is in compliance with the Family Educational Rights and Privacy Act (FERPA).
- b) Training is mandatory for all new employees, and ongoing training is available for all employees.

The interpretation is reasonable because it ensures compliance with legal requirements via required training for new employees.

3.1. Use forms or procedures that elicit information for which there is no clear necessity.

INTERPRETATION

Compliance will be demonstrated when:

- a) No requests for data/information are approved without having a necessary / legal reason to do so.

The interpretation is reasonable because it ensures compliance with the College's policy 2801 Access to Learner Information, which meets legal requirements.

3.2. Use methods of collecting, reviewing, storing or transmitting learner information that **unreasonably protects against improper access to personal information.**

INTERPRETATION

Compliance will be demonstrated when:

- a) Learner information is collected, stored and transmitted using methods that are consistent with FERPA standards for protecting against improper access as per College policy.
- b) An annual external Information Technology Security audit is conducted every year.

The interpretation is reasonable because these standards are aligned with FERPA standards. The external audit provides transparency and systematically reviews the College's policies and practices to identify any potential security issues.

4. Permit admission, registration, evaluation, or recognition processes that treat learners **inequitably.**

INTERPRETATION

Compliance will be demonstrated when:

- a) There is an academic complaint process for incidents where learners feel they have been inequitably treated.
- b) The College offers a wide variety of recognition methods which celebrate our learners' differences.

The interpretation is reasonable because it identifies intentional actions which are consistent with the College's Equity statement.

5. Permit inequitable, inconsistent or untimely handling of learner complaints.

INTERPRETATION

Compliance will be demonstrated when

- a) A process and timeline is prescribed for academic, non-academic and financial aid appeals.

The interpretation is reasonable because a statement of process and timelines is provided for learners, which is a common practice among institutions of higher education.

5.1. Permit learners to be without a process for registering a complaint or concern, including an appeal process, or to be uninformed of the process.

INTERPRETATION

Compliance will be demonstrated when:

- a) The College has a current Learner Appeals policy and process for registering complaints and appealing same, and is available on the College's webpage.

The interpretation is reasonable because this is a standard practice used by institutions of higher education.

6. Permit learners to be uninformed of learner rights and responsibilities, including expectations for learner behavior, and the consequences of failure to adhere to the expectations.

INTERPRETATION

Compliance will be demonstrated when:

- a) A current Learner Rights, Responsibilities and Code of Conduct Policy is accessible on website.
- b) There is standardized communication to new learners regarding the Learner Rights, Responsibilities and Code of Conduct Policy

The interpretation is reasonable because it is based on best practices used by other institutions.

6.1 Permit learners participating in non-traditional programs to be without written acknowledgment of the non-traditional nature of the program, its expectations and contingencies.

INTERPRETATION

Compliance will be demonstrated when:

- a) All learner participants have signed and acknowledged their understanding of the structure and limitations of the non-traditional program within which they have enrolled, as well as the learner's responsibilities and commitments for which they will be held accountable.

The interpretation is reasonable because it ensures written acknowledgement of expectations and contingencies without obligating the College to unexpected operations expenses.

7. Retaliate against any learner for non-disruptive expression of dissent.

INTERPRETATION

Compliance will be demonstrated when:

- a) The college has a current Demonstrations Policy in place that protects learner free expression.

The interpretation is reasonable because it is consistent with federal law and interpreted by legal counsel as a practical application.

8. Permit decisions affecting learners to be taken without appropriate notification to learners.

INTERPRETATION

Compliance will be demonstrated when:

- a) The College maintains and communicates the Learner Consumer Information as required by the Higher Education Opportunity Act of 2008.
- b) The College maintains a Transparency Reporting Web page as required by the State of Michigan Public Act 62 of 2013.
- c) The College maintains multiple methods of communication sent out to learners and social media sites.

The interpretation is reasonable because it ensures the College meets state and national requirements and that communication methods are in place for notifying learners.

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: January 8, 2024



TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

5.0 Items for Decision

5.2 Executive Limitations

5.2.5 EL-01 Treatment of Staff – Interpretations Review – Part 2*

BOARD POLICY: EXECUTIVE LIMITATIONS: EL-02 Treatment of Staff

Description:

Attached for assessment (per the Board's postponement of its regular assessment at the 9.11.23 regular Board meeting) are my interpretations for policy EL-02.

I am recommending some changes to my interpretations since the Board last reviewed them for your consideration. Please find attached a version that tracks my recommended changes.

Resource Impact:

None

Requested Board Action:

Consideration of accepting or not accepting my interpretations for policy EL-02 Treatment of Staff as demonstrating a reasonable interpretation of the policy.

Action Taken:



Jackson College Board of Trustees

Interpretations Assessment: EL – 02 Treatment of Staff

Report Date: 01.08.24

Note: Board Policy is indicated in bold typeface throughout the report.

POLICY STATEMENT:

The CEO shall not cause or allow a workplace environment that is **inequitable**, disrespectful, unsafe, disorganized, or otherwise interferes with College staff's ability to do their jobs.

Further, without limiting the scope of the above statement by the following list, the CEO shall not:

1. Allow staff to be without current, enforced, written human resource policies that clarify expectations and working conditions, provide for effective handling of grievances, and protect against wrongful conditions.
 - 1.1 Permit staff to be without adequate protection from harassment and bias.
 - 1.2 Permit staff to be uninformed of the performance standards by which they will be assessed.
 - 1.3 Permit staff to be without a means by which to file a grievance / complaint independent of the College.

INTERPRETATION:

Compliance will be demonstrated when:

- a) Current Human Resource policies and procedures clarify expectations and working conditions, and they are available to all employees.
- b) There is a clear process for employees to present grievances and wrongful conditions, including harassment and bias.
- c) All employees have clear and measurable performance goals each year.
- e)d) An easily accessible Incident Reporting Form and anonymous tip line, independent of the College, are available to staff to report grievances.

The interpretation is reasonable because it is consistent with the practices and policies employed by other Higher Education Institutions.

2. Permit workplace conditions which do not comply with current collective bargaining agreements or the rules and regulations pertaining to staff and

faculty labor unions or union labor agreements.

INTERPRETATION

Compliance will be demonstrated when:

- a) There are no grievances filed by either union for contract violations, regarding workplace conditions, that are deemed valid jointly by the MEA and Jackson College, or as deemed valid by legal counsel.

The interpretation is reasonable because it ensures no infractions / full compliance with said collective bargaining agreements or rules and regulations.

3. Retaliate against any staff member for non-disruptive expressions of dissent.

INTERPRETATION

Compliance will be demonstrated when:

- a) There are no formal complaints filed with HR, the College Attorney, nor any tips on the anonymous tip line, that are deemed valid by legal counsel.

The interpretation is reasonable because it is consistent with federal law and interpreted by legal counsel as a practical application.

4. Permit staff to be without reasonable opportunity for professional growth and development.

INTERPRETATION:

Compliance will be demonstrated when:

- a) All employees have access to appropriate on-line professional development opportunities.
- b) All employees have the ability to participate in professional development during convocations, twice per year.
- c) Professional development is offered to individual employees, based on their needs.
- d) HR offers the [Jackson College](#) Leadership Academy available to all interested employees who have been employed at the College for a minimum of a year.

This interpretation is reasonable because it is consistent with the practices and policies employed by other Higher Education Institutions, and the internal verification that is provided.

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: January 8, 2024



TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

5.0 Items for Decision

5.2 Executive Limitations

5.2.6 EL-10 Access to Education – Interpretations Review*

BOARD POLICY: EXECUTIVE LIMITATIONS: EL-10 Access to Education

Description:

Attached for their regular assessment are my interpretations for policy EL-10.

I am recommending some changes to my interpretations since the Board last reviewed them for your consideration. Please find attached a version that tracks my recommended changes.

Resource Impact:

None

Requested Board Action:

Consideration of accepting or not accepting my interpretations for policy EL-10 Access to Education as demonstrating a reasonable interpretation of the policy.

Action Taken:



Jackson College Board of Trustees

Interpretations Assessment: EL – 10 Access to Education

Report Date: 01.08.24

Note: Board Policy is indicated in bold typeface throughout the report.

POLICY STATEMENT:

The CEO shall not allow conditions that unnecessarily restrict learner or potential learner access to education.

Further, without limiting the scope of the above statement by the following list, the CEO shall not:

- 1. Cause or allow the setting of tuition and/or fees that do not provide for a reasonable balance of fiscal responsibility between students and taxpayers, **that does** not consider forecasted enrollment, the level of anticipated State appropriations, union contracts, **obligations**, major strategic initiatives, requirements for total cost recovery, or a contribution to the overhead of the College.**

INTERPRETATION:

Compliance will be demonstrated when, prior to setting tuition and fees:

- a) Billing contact hours have been forecasted;
- b) State appropriations have been estimated;
- c) Requirements to meet union contracts have been calculated;
- d) Projected costs for **obligations**, major strategic initiatives, **and requirements for total cost recovery** have been estimated;
- e) Contribution to overhead has been calculated; and
- f) Tuition and fee comparisons against community colleges within our comparison group (i.e., ASC Group 2) have been completed.

This interpretation is reasonable because it ensures a solid process for determining an appropriate tuition and fee structure for the College and is a process used by peer institutions.

- 2. Allow learners and potential learners to be uninformed of plans for future tuition and/or fee increases to allow learners in educational programs to do long-term financial planning.**

INTERPRETATION:

Compliance will be demonstrated when:

- a) The College has a current communication process in place to share new tuition and fees rates with students.

This interpretation is reasonable because it ensures prompt and consistent communication methods with students to inform them of tuition and fee changes.

3. Be without a consistent method that provides for appropriate recognition of learning outside of Jackson College provided educational programs.

INTERPRETATION:

Compliance will be demonstrated when:

- a) The College has a current policy in place to recognize and award prior learning and competencies for students, using accepted higher education methods.
- b) The College has a current policy in place to recognize the transfer in of credits from other institutions.

This interpretation is reasonable because the College takes into consideration a quality-based recognition of knowledge and competency that has occurred outside of the College's own instructional programs in a manner that is broadly accepted in higher education.

4. Permit academically qualified learners ~~with disabilities, or insufficient economic means,~~ to be without an supportive environment that, ~~without compromising academic standards, wherever possible,~~ enables them to complete their educational programs.

INTERPRETATION:

Compliance will be demonstrated when:

- a) The College provides reasonable support services for students with ~~financial, mental, physical and other related barriers~~ disabilities to ensure they have opportunity for academic success.
- b) The College provides clear communication to students how they can receive financial aid assistance.
- c) The College leverages additional resources from the College's Foundation, and other sources to assist students with limited ~~financial~~ means.

This interpretation is reasonable because it ensures needed support services and information is available to students who might otherwise be precluded from achieving success. ~~due to financial, mental, physical and other related barriers.~~

5. Permit activities, circumstances, or decisions that jeopardize the ability of learners to enroll in available courses, or programs, ~~or assessments,~~ ~~or~~ to obtain the instructional hours required to complete their course of studies.

INTERPRETATION:

Compliance will be demonstrated when:

- a) The College has 'teach-out plans' when programs of study are cancelled which ensures that no student to be academically/instructionally stranded.
- b) Students are offered alternative courses when a course is cancelled.
- c) A current policy is in place that allows students, called to active military duty, support and guidance to withdrawal from classes in order to serve their country.
- d) Prior learning and/or competency assessments are available to students.
- e) The college provides a wide variety of ground-based, internet-based, and hybrid educational options for students.

This interpretation is reasonable because it provides reasonable options, consistent with peer institutions, for learners on those occasions wherein learning may be disrupted.



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: January 8, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

7.0 Monitoring CEO Performance

7.1 EL-07 Compensation & Benefits – Evidence Review*

BOARD POLICY: EXECUTIVE LIMITATIONS: EL-07 Compensation & Benefits

Description:

Enclosed for your review is the evidence (i.e., Monitoring Report) for EL-07 Compensation & Benefits

You will note that my report indicates full compliance according to previously established and approved interpretations.

I will respond to any questions you have about the report.

Resource Impact:

None

Requested Board Action:

Board assessment of the report for Policy EL-07 for evidence of full compliance with a reasonable interpretation of the policy.

Action Taken:



Jackson College Board of Trustees

Monitoring Report: EL – 07 Compensation & Benefits

Report Date: 01.08.24

Report Status: Fully Compliant

Note: Board Policy is indicated in bold typeface throughout the report.

I present this monitoring report to the Jackson College Board of Trustees which addresses the Board's Executive Limitations Policy: "Communication & Support to the Board". I certify that the information contained herein is true and represents compliance, within a reasonable interpretation of the established policy, **unless specifically stated otherwise below.**

01.08.24

Daniel J. Phelan, Ph.D.
President and CEO

Date

POLICY STATEMENT:

With respect to employment, compensation and benefits to employees, consultants, independent contractors and volunteers, the CEO shall not cause, or allow jeopardy to the College's fiscal integrity or public image.

Further, without limiting the scope of the above statement by the following list, the CEO shall not:

- 1. Change his/her own compensation and benefits.**

INTERPRETATION:

Compliance will be demonstrated when:

- The CEO's compensation amount has been verified by the Chief Financial Officer and matches the approved amounts established by the Board as noted in the CEO's contract.
- The CEO's ordinary and necessary expenses match his employment contract as verified by the CFO.

This interpretation is reasonable because internal controls are used for

verification.

EVIDENCE:

- a) On 12.18.23 the CFO and Director of Finance verified the compensation amount for the President and Chief Executive Officer for the period of September 2022 through August 2023 follows the Employment Agreement for the period of 09.01.19 through 08.31.24 and amended 03.09.22.
- b) On 12.18.23, the CFO and Director of Finance confirmed that the President and Chief Executive Officer's ordinary and necessary expenses, which have been reimbursed or paid for by the College, match the employment contract.

2. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.

INTERPRETATION:

Compliance will be demonstrated when:

- a) Prior to the time of contract negotiations, the College conducts a comparison with other community colleges in the State for salaries and benefits.
- b) The College's Chief Operating Officer and Director of Human Resources are members of the Michigan Community College Human Resource Association and intentionally engage compensation review with the Association.
- c) The CEO and the Chief Operating Officer annually review salary and compensation secondary data obtained from the annual survey of the Chronicle of Higher Education and the League for Innovation which provides normative data from a national perspective.

This interpretation is reasonable because institutional benchmarking is done to provide comparison data.

EVIDENCE:

- a) The Chief Operating Officer confirmed on 12.07.23 that a comparison was completed throughout the year and completed by April 2023.
- b) The Chief Operating Officer confirmed that she and the Director of Human Resources are current members of Michigan Community College Human Resource Association (MCCHRA).
- c) On 12.07.23, the Chief Operating Officer confirmed that a review of salary and compensation secondary data, obtained from the annual survey of the Chronicle of Higher Education, and the League for Innovation, was conducted.

2.1. Establish or change salary schedules and plans prior to monitoring to ensure compliance with the criteria in this policy.

INTERPRETATION:

Compliance will be demonstrated when:

- a) A salary schedule is prepared annually by the CEO and the Chief Operating Officer. Salary schedules are established by the bargaining process with both unions.
- b) Any changes in salary schedules during the monitoring period are so noted in the monitoring report.

This is reasonable because internal verification is provided.

EVIDENCE:

- a) On 12.09.23, the Chief Operating Officer confirmed that salary schedules have been established as part of the bargaining process with both unions.
- b) On 12.09.23, the Chief Operating Officer confirmed that salary schedules have been changed for cost of living of adjustments, as negotiated during this period's monitoring.

3. Establish or change compensation and benefits that deviate from the current collective bargaining agreements.

INTERPRETATION:

Compliance will be demonstrated when:

- a) The College CFO and Director of Finance confirms that all employees part of the collective bargaining agreements has been paid consistently with the most recent bargaining unit.

This is reasonable because payment of benefit and salaries are agreed upon within the contract.

EVIDENCE:

- a) On 12.21.23 the CFO and Director of Finance confirmed that all employees of Jackson College are paid on a bi-weekly basis. Payroll is balanced, reviewed, and approved on a per-payroll basis. The Business Office utilizes a control sheet that tracks both permanent and temporary payroll adjustments for every employee.

3.1. Finalize negotiated collective agreements which exceed parameters established by the Board of Trustees.

INTERPRETATION:

Compliance will be demonstrated when:

- a) The Board's attorney confirms that the negotiated agreement is consistent with negotiating parameters established by the Board of Trustees

This interpretation is reasonable because legal counsel has reviewed the bargaining agreement and reports their observations to the Board of Trustees.

EVIDENCE:

On 12.09.23, Brendon Beer, the College's attorney for contract negotiations, confirmed that the negotiated agreement is consistent with negotiating parameters established by the Board of Trustees

3.2. Ratify collective agreements prior to monitoring to ensure compliance with the relevant criteria in this policy.

INTERPRETATION:

Compliance will be demonstrated when:

- a) When the CEO submits a request for union contract ratification that matches requirements stated in this policy.

This interpretation is reasonable because a monitoring report will only be submitted to the Board for ratification during periods of negotiations.

EVIDENCE:

- a) A negotiated contract with the JCESP was reached during this monitoring period prior to expiration on 06.30.23 and appears on the College's web page.

4. Create obligations over a longer term than revenues can be safely projected.

INTERPRETATION:

Compliance will be demonstrated when:

- a) The CFO confirms that compensation and benefits agreed to within the letters of appointment for administrators and obligations created under union agreements do not exceed the forecasted budget for the term of the agreement.

This interpretation is reasonable because there are internal controls in place that are verified by the CFO.

EVIDENCE:

- a) On 12.21.23 the CFO and Director of Finance confirmed that during the budgeting process, management considers salary and benefit projections based on the employee's current and expected pay as determined by the appropriate letters of appointment and union agreements. Management is required to present a balanced budget each fiscal year.

5. Change retirement benefits such that the provision:

- **Introduce retirement benefits beyond what is currently offered (MPSERS, the ORP and Emeriti)**

INTERPRETATION:

Compliance will be demonstrated when:

- a) The Chief Operating Officer confirms that there are no new retirement benefit programs have been introduced beyond that which are currently offered.

This interpretation is reasonable because it confirms no change in retirement benefits.

EVIDENCE:

- a) On 12.07.23, the Chief Operating Officer confirmed no new retirement benefits have been implemented during this monitoring period.

6. Promise or imply permanent or guaranteed employment.

6.1 Employ Administrators under a contract in excess of two years' duration.

6.2 No College employee, with the exception of the College CEO or their official designee, is permitted to extend an offer of employment to any candidate or non-employee.

INTERPRETATION:

Compliance will be demonstrated when:

- a) All administrators are issued a letter of appointment in June for no more than two years.
- b) No one has been offered College employment beyond the standard protocol employed by the Talent/HR office, and as described in 6.2.

This interpretation is reasonable because it fits with best practice in the higher education industry.

EVIDENCE:

- a) On 12.09.23, the Chief Operating Officer confirmed all letters of appointment for salaried employees were issued for a one-year time period.
- b) On 12.09.23, the COO confirmed that no members of Executive Administration have been issued a two-year letter of agreement, but rather only one-year letters of agreement for this monitoring period.



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: January 8, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

7.0 Monitoring CEO Performance

7.2 EL-09 Organization Culture – Evidence Review*

BOARD POLICY: EXECUTIVE LIMITATIONS: EL-09 Organization Culture

Description:

Enclosed for your review is the evidence (i.e., Monitoring Report) for EL-09 Organization Culture.

You will note that my report indicates full compliance according to previously established and approved interpretations.

I will respond to any questions you have about the report.

Resource Impact:

None

Requested Board Action:

Board assessment of the report for Policy EL-09 for evidence of full compliance with a reasonable interpretation of the policy.

Action Taken:



Jackson College Board of Trustees

Monitoring Report: EL – 09 Organization Culture

Report Date: 01.08.24

Report Status: Fully Compliant

Note: Board Policy is indicated in bold typeface throughout the report.

I present this monitoring report to the Jackson College Board of Trustees which addresses the Board's Executive Limitations Policy: "Communication & Support to the Board". I certify that the information contained herein is true and represents compliance, within a reasonable interpretation of the established policy, unless specifically stated otherwise below.

01.08.24

Daniel J. Phelan, Ph.D.
President and CEO

Date

POLICY STATEMENT:

The CEO shall not permit an organizational culture that lacks a high degree of integrity at all levels of the organization.

INTERPRETATION:

Compliance will be demonstrated when the majority of Personal Management Interviews (PMIs), as well as PACE surveys affirm our institutional values and the integrity of the culture of a Total Commitment to Student Success (TCS2), given to the love care and service of others. Lagging indicators include the absence of whistle-blower reporting, as well as terminations related to poor employee behavior. Beyond this, the following items and related interpretations work to assure solid staff behaviors that indicate a strong level of integrity at the personal and organizational levels.

This interpretation is reasonable because multiple instruments are used for the verification of the College's culture as being one of high integrity.

Further, without limiting the scope of the above by the following list, the CEO shall not:

- 1. Operate without an enforced internal Code of Ethics, of which all employees**

are made aware, that clearly outlines the rules of expected behavior for employees.

INTERPRETATION:

Compliance will be demonstrated when:

- a) There is evidence that the College not only has a Jackson College Code of Ethics policy that is current and accessible to anyone, but that all employees have annually affirmed their compliance with same.
- b) Notices from Vector Solutions, a web-based training tool that includes safety and compliance topics, have been sent to all employees and a minimum of 95% of employees having completed the training.

This interpretation is reasonable because it follows industry best practices, and further that the Safe College's system has built in systems to determine if training is indeed completed.

EVIDENCE:

- a) The Chief Operating Officer confirmed on 12.20.23 that the Jackson College Code of Conduct and Ethical Practices is accessible on the College website under the President's landing page and is also searchable as a current College Policy. All Jackson College employees are required to review the policy annually in the Vector Solutions on-line training tool with system data revealing the level of participation.
- b) The Director of Human Resources confirmed on 01.04/24 that 96.8% of employees have completed the annual training for the Jackson College Code of Conduct and Ethical Practice policy within the past year.

2. Permit employees and others to be without a mechanism for confidential reporting, independent of the College, of alleged or suspected improper activities, without fear of retaliation.

INTERPRETATION:

Compliance will be demonstrated when:

There is a mechanism for confidential reporting of incidents that implicate the CEO, or Trustee, to the Board Chair, Vice Chair or to the Board Attorney, who reports directly to the Board.

- a) There is a 24/7/365 tool with clear processes in place for employees to register a concern, and for reporting and investigating allegations of suspected improper activities, which include but are not limited to: financial irregularities as well as dishonest, deceitful, fraudulent or criminal acts, and other violations of federal and/or state legislation.

- b) There is a 24/7/365 system in place that, for those incidents that do not implicate the CEO, and in which case there is a conflict, and a direct reporting relationship between the person conducting the investigation, and the person alleged to have engaged in improper activities, for safe reporting.
- c) There is a policy and documentation in place that notifies employees, that if they make false claims or allegations that prove to be unsubstantiated, and which prove to have been made maliciously, or knowingly to be false, these shall be viewed as a serious offence and shall be subject to disciplinary action, including termination from employment.
- d) There is a policy and documentation in place that ensures that no employee will be adversely affected because the employee refuses to carry out a directive which would result in an improper, illegal, immoral, or unethical activity.

This interpretation is reasonable because of verifiable policy and procedural mechanisms in place to ensure employees/others can report confidentially.

EVIDENCE:

- a) The Chief Operating Officer confirmed that the current anonymous tip line “411” is used by students and employees to anonymously report allegations of suspected improper activities and that accessing same is communicated to employees and students.
- b) The Chief Operating Officer confirmed on 01.05.23 that we are currently under contract and in the process of implementing a new 24/7/365 reporting tool with Vector Solutions where the complaint would go directly to the office of the College’s attorney (i.e., independent of the College).
- c) The Director of Human Resources confirmed on 01.05.24 that the Jackson College Code of Conduct and Ethical Practice policy (#3107) indicates that the violation of this practice may result in disciplinary action, up to and including suspension without pay or termination of employment.
- d) The Director of Human Resources confirmed on 01.05.24 that The Jackson College Code of Conduct and Ethical Practice policy (#3107) indicates the requirement to comply with legal and regulatory requirements, with many requirements also noted in the College’s Values and Beliefs Statement.

3. Cause or allow research involving either human subjects or animals that does not adhere to generally accepted ethical principles and policy.

INTERPRETATION:

Compliance will be demonstrated when the College has a published policy and guidelines in place to distribute to individuals wishing to conduct research regarding the use of human cadavers, human subjects or animals.

This interpretation is reasonable because such practice is consistent with common methods employed in the higher education and research community.

EVIDENCE:

The Interim Chief Student Services Officer on 01.05.24 confirmed that the College has an institutional review board (IRB) policy that addresses this type of research work.

3.1. Permit potential researchers to be without readily available guidelines for ethical research and assistance in identifying and solving ethical problems.

INTERPRETATION:

Compliance will be demonstrated when, in such cases that research is conducted at Jackson College, that prior approval includes submission of ethical guidelines for all research work.

This interpretation is reasonable given that such practice is consistent with common methods employed in the higher education and research community.

EVIDENCE:

The College has established an Institutional Review Board (IRB), as previously noted, that ensures the use of ethical practices in research. The Interim Chief Student Services Officer confirmed on 01.05.24 that one request was made and approved during this reporting period, and that this request did comply with the College's ethical guidelines.

3.2. Permit research that has not been subject to independent ethical review.

INTERPRETATION:

Compliance will be demonstrated when the College has an established Institutional Review Board which is used for independent, ethical review of all research work involving humans or animals.

This interpretation is reasonable because it establishes standard higher education and research internal controls to ensure the policy and guidelines are followed.

EVIDENCE:

The College has established an Institutional Review Board (IRB), as previously noted. The Interim Chief Student Services Officer confirmed on 01.05.24 that one request was made and approved during this reporting period, which was subject to

independent, ethical review via the IRB.

4. Operate without an annual assessment or methodology of determining organizational cultural health.

INTERPRETATION:

Compliance will be demonstrated when the College offers an annual assessment or methodology of determining organization cultural health during the regularly scheduled monitoring of this policy.

This interpretation is reasonable because an annual assessment or methodology of determining organizational cultural health is provided annually as requested.

EVIDENCE:

The College has historically engaged the services of Belk Center for Community College Leadership and Research, based at the University of North Carolina, every two years, to benchmark Jackson College against community colleges nationally by hearing directly from employees about how they perceive, and experience, their work at the College (called the PACE Survey). The survey was conducted last in the Fall 2022 and results were shared with the College. More specifically, the results were presented first to the Leadership Council and also the Workforce Focus Committee (which includes representation from faculty, staff and administration, including both union presidents and the Chief Diversity Officer). The Workforce Focus Committee discussed the results at length at both the March '23 and April '23 meetings. The Workforce Focus Committee focused on communications and information which was shared out to employees on 03.27.23. Under the topic of Diversity, Equity and Belonging and potential next steps, the CDO stated she was going to review the information.

The Chief Operating Officer confirmed on 01.05.24 that the Leadership Council, at the direction of the President, began more deeply reviewing the outcomes of the PACE Survey in Fall '23 based upon comments made by College employees, with additional actions taken in recognition of employee comments. Additionally, the President confirmed on 01.05.24 that he had established a team through the Workforce Focus Committee in Fall '23 to further examine and develop those survey recommendations for consideration by the Leadership Council in an effort to build the College's organizational health. Multiple meetings have been conducted by that team since then, leading to the additional deployment of employee recommendations, where appropriate. On 01.09.24 a breakout session during the Spring Convocation will be held to bring all employees up to date on work accomplished based upon PACE Survey findings. The Leadership Council will receive an update on the PACE Survey recommendations and status on 01.17.24.

Finally, the PACE survey will be deployed annually, beginning in calendar 2024.



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: January 8, 2024

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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

7.0 Monitoring CEO Performance

7.3 CEO Monitoring Compliance Schedule & Summary

BOARD POLICY: BOARD-CEO DELEGATION: BCD-04 Monitoring CEO Performance

Description:

Enclosed is the report that provides the monitoring compliance schedule, as well as an updated summary of my monitoring compliance reports, presented to the Board over the preceding 12 months with the compliance status noted.

When 'partial compliance' is indicated, the expected date of full compliance is noted. Oftentimes, this is due to factors beyond my control (i.e., timing of data or other documentation).

Requested Board Action:

Discussion surrounding the CEO's compliance review.

Action Taken:



President/CEO Monitoring Report Compliance

Jackson College

Policy	Date Monitoring Report Presented	Presented as Compliant? Yes/No Partial	Deficient Items?	Expected Date for Full Compliance	Date Deficiencies corrected	Extenuating Circumstances	Board's Formal Judgement
EN – 01 Board ENDS	8.14.23	Yes	8.14.23: Future monitoring of this report will reflect what <i>increase</i> there has been in the number of learners that complete degrees and obtain industry recognized credentials of value in the workplace.	n/a	n/a	n/a	Compliant 8.14.23
EL – 00 General Executive Constraint	8.14.23	Yes	n/a	n/a	n/a	n/a	Compliant 8.14.23
EL – 01 Treatment of Students	Policy Review, Interpretations Review & Monitoring postponed per the Board as of 9.11.23	Yes	n/a	n/a	n/a	n/a	Compliant 10.10.22
EL – 02 Treatment of Staff	Policy Review, Interpretations Review & Monitoring	Yes	n/a	n/a	n/a	n/a	Compliant 4.11.22 and 9.12.22



President/CEO Monitoring Report Compliance

Jackson College

	postponed per the Board as of 9.11.23						
EL – 03 Planning	6.12.23	Yes		n/a	n/a	n/a	Compliant 6.12.23
EL – 04 Financial Conditions & Activities	11.13.23	Yes	n/a	n/a	n/a	n/a	Compliant 11.13.23
EL – 05 Asset Protection	5.10.23	Yes	n/a	n/a	n/a	n/a	Compliant 5.10.23
EL – 06 Investments	5.10.23	Yes	n/a	n/a	n/a	n/a	Compliant 5.10.23
EL – 07 Compensation and Benefits	1.8.24	Yes	n/a	n/a	n/a	n/a	Compliant 1.9.23
EL – 08 Communication & Support to the Board	11.13.23	Partial	1.5 Allow the Board to be unaware that, in the CEO's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Management Delegation, particularly in the case of Board behavior which is detrimental to the work relationship between the Board and the President.	Within actions during 11.13.23 Board meeting and going forward.	n/a	n/a	Partially Compliant 11.13.23



President/CEO Monitoring Report Compliance

Jackson College

EL – 09 Organization Culture	1.8.24	Yes	n/a	n/a	n/a	n/a	Compliant 1.9.23
EL – 10 Access to Education	2.13.23	Yes	n/a	n/a	n/a	n/a	Compliant 2.13.23
EL – 11 Entrepreneurial Activity	3.13.23	Yes	n/a	n/a	n/a	n/a	Compliant 3.13.23
EL – 12 Land Use	4.10.23 – Partially Compliant	Partial	Item 1: A master plan begun, and will be updated following the installation of the Jet's Pavilion, the Jet's Air Station, the Astronomical Observatory, and the completed STEAM Factory area.	Fall of FY'24		Installation of the Jet's Pavilion, the Jet's Air Station, the Astronomical Observatory, and the completed STEAM Factory area not expected until Fall of FY'24	Partially Compliant 4.10.23

2024 BOARD POLICY REVIEWING & MONTORING SCHEDULE		
2024 Board Meeting Date	Policy Reviews Due	Monitoring Reports Due
January 8, 2024	<u>Review EL-01</u> Treatment of Learners <u>Review EL-02</u> Treatment of Staff <u>Review EL-10</u> Access to Education <u>Review GP-14</u> Handling Operational Complaints <u>Review GP-11</u> Linkage with Ownership <u>Review GP-15</u> Handling Alleged Policy Violations	<u>Monitor EL-09</u> Organization Culture (CINDY) <u>Monitor EL-07</u> Compensation & Benefits (CINDY) <u>Monitor GP-13</u> Special Rules of Order <u>Monitor BCD-02</u> Accountability of the CEO
February 12, 2024	<u>Review EL-11</u> Entrepreneurial Activity <u>Review GP-01</u> Governing Style <u>Review BCD-06</u> CEO Compensation <u>Review GP-00</u> Governance Commitment	<u>Monitor EL-01</u> Treatment of Learners (CINDY/TBD) <u>Monitor EL-02</u> Treatment of Staff (CINDY) <u>Monitor EL-10</u> Access to Education (TBD) <u>Monitor GP-14</u> Handling Operational Complaints <u>Monitor GP-11</u> Linkage with Ownership <u>Monitor GP-15</u> Handling Alleged Policy Violations
March 11, 2024	<u>Review EL-12</u> Land Use <u>Review GP-02</u> Board Job Contributions <u>Review GP-04</u> Role of Board Chair <u>Review GP-10</u> Investment in Governance <u>Review BCD-00</u> Global Board Management Delegation	<u>Monitor EL-11</u> Entrepreneurial Activity (CINDY/JOHN) <u>Monitor GP-01</u> Governing Style <u>Monitor BCD-06</u> CEO Compensation <u>Monitor GP-00</u> Governance Commitment
April 15, 2024	<u>Review EL-05</u> Asset Protection <u>Review EL-06</u> Investments <u>Review BCD-05</u> CEO Succession <u>Review GP-03</u> Board Planning Cycle & Agenda Control <u>Review GP-12</u> Board Linkage with External Organizations	<u>Monitor EL-12</u> Land Use (JASON) <u>Monitor GP-02</u> Board Job Contributions <u>Monitor GP-04</u> Role of Board Chair <u>Monitor GP-10</u> Investment in Governance <u>Monitor BCD-00</u> Global Board Management Delegation
May 13, 2024	<u>Review EL-03</u> Planning <u>Review GP-09</u> Board Code of Conduct	<u>Monitor EL-05</u> Asset Protection (JOHN) <u>Monitor EL-06</u> Investments (JOHN) <u>Monitor BCD-05</u> CEO Succession <u>Monitor GP-03</u> Board Planning Cycle & Agenda Control <u>Monitor GP-12</u> Board Linkage with External Organizations
June 10, 2024	<u>Review EL-00</u> General Executive Constraint <u>Review EN-01</u> ENDS (TBD)	<u>Monitor EL-03</u> Planning (JOHN) <u>Monitor GP-09</u> Board Code of Conduct

Jackson College Board of Trustees Meeting - Monitoring CEO Performance

August 12, 2024	<u>Review Bylaws</u> <u>Review BCD-03</u> Delegation to CEO <u>Review BCD-04</u> Monitoring CEO Performance	<u>Monitor EL-00</u> General Executive Constraint (PHELAN) <u>Monitor EN-01</u> ENDS (TBD)
September 9, 2024	<u>Review EL-01</u> Treatment of Learners <u>Review EL-02</u> Treatment of Staff <u>Review BCD-01</u> Unity of Control <u>Review GP-05</u> Role of Vice Chair <u>Review GP-08</u> Board & Committee Expenses	<u>Monitor BCD-03</u> Delegation to CEO <u>Monitor BCD-04</u> Monitoring CEO Performance
October 14, 2024	<u>Review EL-04</u> Financial Conditions & Activities <u>Review EL-08</u> Communication & Support to the Board	<u>Monitor EL-01</u> Treatment of Learners (CINDY/TBD) <u>Monitor EL-02</u> Treatment of Staff (CINDY) <u>Monitor BCD-01</u> Unity of Control <u>Monitor GP-05</u> Role of Vice Chair <u>Monitor GP-08</u> Board & Committee Expenses
November 11, 2024	<u>Review EL-09</u> Organization Culture <u>Review EL-07</u> Compensation & Benefits <u>Review GP-13</u> Special Rules of Order <u>Review BCD-02</u> Accountability of the CEO	<u>Monitor EL-04</u> Financial Conditions & Activities (JOHN) <u>Monitor EL-08</u> Communication & Support to the Board (PHELAN)



BOARD OF TRUSTEES PROCESS

Process Type: Board Governance

Process Title: Policy Review

Date Adopted:

Version: 1.0

Date Last Reviewed:

Reviewing Committee: Board of Trustees

To assist the full Board of Trustees in their work of annual policy reviews, Trustees will be assigned specific policies to which they will lend their enthusiasm, experience, and/or expertise toward a pre-review.

Via this pre-review, Trustees will offer recommendations for amendments (or lack thereof) to their assigned policies at the respective Board meeting at which the policy is up for review, for the consideration of the full Board.

Procedural Steps:

1. Annually at the Board's Summer Retreat, Trustees will discuss the specific policies they will pre-review for the upcoming fiscal year via the attached schedule.
2. At least two (2) Board members may be assigned to the pre-review for any given policy.
3. Trustees will offer their recommendations for amendments (or lack thereof) to the full Board via the Board packet 1 week prior to the Board meeting at which the policy is up for review.
4. The Chief Assistant to the President & CEO will assist in coordinating pre-review meetings as requested. The recommendation is to conduct the initial review of assigned policies one month in advance of the Board meeting at which recommendations are scheduled to be presented to the full Board. This initial review could take place at 5:00pm prior to a Board meeting dinner.
5. Pre-review meetings will include the participation of the CGO, CEO, and/or other Policy Governance consultant.

2024 Board Meeting Date	Policy Reviews Due	Trustees Responsible for Recommendations
January 8, 2024	<u>EL-01</u> Treatment of Learners	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>EL-02</u> Treatment of Staff	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>EL-10</u> Access to Education	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-14</u> Handling Operational Complaints	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-11</u> Linkage with Ownership	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-15</u> Handling Alleged Policy Violations	Trustee Phil Hoffman Vice-Chair Sheila Patterson
February 12, 2024	<u>EL-11</u> Entrepreneurial Activity	Trustee Teshna Thomas Trustee Matt Heins
	<u>GP-01</u> Governing Style	Trustee Teshna Thomas Trustee Matt Heins
	<u>BCD-06</u> CEO Compensation	Trustee Teshna Thomas Trustee Matt Heins
	<u>GP-00</u> Governance Commitment	Trustee Teshna Thomas Trustee Matt Heins
March 11, 2024	<u>EL-12</u> Land Use	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-02</u> Board Job Contributions	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-04</u> Role of Board Chair	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-10</u> Investment in Governance	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>BCD-00</u> Global Board Management Delegation	Trustee Phil Hoffman Vice-Chair Sheila Patterson
April 15, 2024	<u>EL-05</u> Asset Protection	Trustee Teshna Thomas Trustee Matt Heins
	<u>EL-06</u> Investments	Trustee Teshna Thomas Trustee Matt Heins

	<u>BCD-05</u> CEO Succession	Trustee Teshna Thomas Trustee Matt Heins
	<u>GP-03</u> Board Planning Cycle & Agenda Control	Trustee Teshna Thomas Trustee Matt Heins
	<u>GP-12</u> Board Linkage with External Organizations	Trustee Teshna Thomas Trustee Matt Heins
May 13, 2024	<u>EL-03</u> Planning	Trustee Donna Lake Trustee Chris Simpson
	<u>GP-09</u> Board Code of Conduct	Trustee Donna Lake Trustee Chris Simpson
June 10, 2024	<u>EL-00</u> General Executive Constraint	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>EN-01</u> ENDS	Trustee Phil Hoffman Vice-Chair Sheila Patterson
August 14, 2024	<u>Bylaws</u>	Trustee Donna Lake Trustee Chris Simpson
	<u>BCD-03</u> Delegation to CEO	Trustee Donna Lake Trustee Chris Simpson
	<u>BCD-04</u> Monitoring CEO Performance	Trustee Donna Lake Trustee Chris Simpson
September 11, 2024	<u>EL-01</u> Treatment of Learners	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>EL-02</u> Treatment of Staff	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>BCD-01</u> Unity of Control	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-05</u> Role of Vice Chair	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-08</u> Board & Committee Expenses	Trustee Phil Hoffman Vice-Chair Sheila Patterson
October 16, 2024	<u>EL-04</u> Financial Conditions & Activities	Trustee Teshna Thomas Trustee Matt Heins
	<u>EL-08</u> Communication & Support to the Board	Trustee Teshna Thomas Trustee Matt Heins

November 13, 2024	<u>EL-09</u> Organization Culture	Trustee Donna Lake Trustee Chris Simpson
	<u>EL-07</u> Compensation & Benefits	Trustee Donna Lake Trustee Chris Simpson
	<u>GP-13</u> Special Rules of Order	Trustee Donna Lake Trustee Chris Simpson
	<u>BCD-02</u> Accountability of the CEO	Trustee Donna Lake Trustee Chris Simpson



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: January 8, 2024

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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

8.0 Monitoring Board Performance

8.1 GP-13 Special Rules of Order – Board Survey Review

BOARD POLICY: GOVERNANCE PROCESS: GP-13 Special Rules of Order

Description:

As part of Policy Governance practice, the Board completes a Self-Evaluation Survey of Governance Process and Board CEO Delegation policies following the month the respective policy is reviewed.

The intention is effort to assist Members in assessing the Board's compliance with Governance Process and Board CEO Delegation policies. The Board Chair will lead discussion at the meeting to consider aggregate responses from members and insights obtained from the compilation, relative to amending the policy in question, as well as points for consideration in future policy development and review.

Enclosed are the results to help guide the board's discussion.

Resource Impact:

None

Requested Board Action:

Review of the results to determine compliance with policy statements and any changes that might be needed.

Action Taken:



Jackson College Board of Trustees

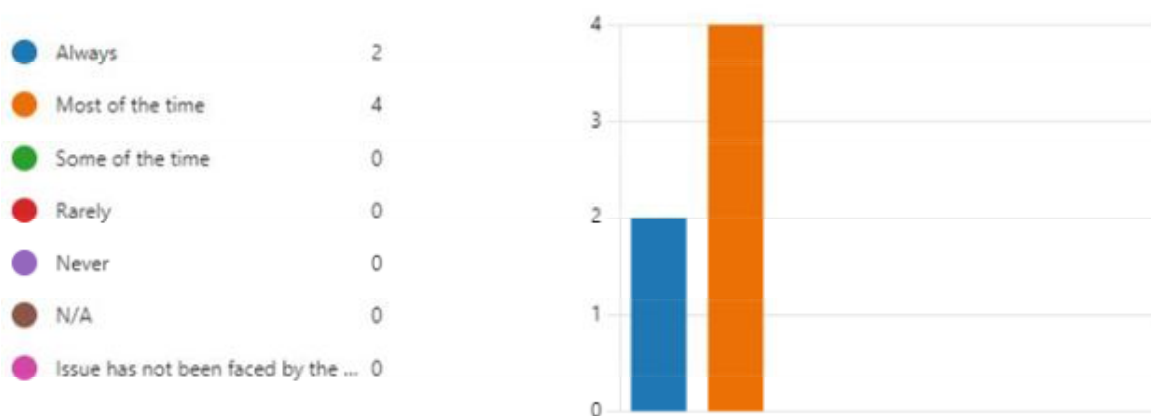
BOARD SELF-MONITORING SURVEY RESULTS: GP-13 Special Rules of Order DATE: 01.03.24

1. *Number of Response: 6*

2. *Policy opening statement:*

The Jackson College Board of Trustees meetings will be conducted in an orderly, effective process, led and defined by the Board Chair/Chief Governance Officer (CGO).

Have we acted consistently with this item of policy?

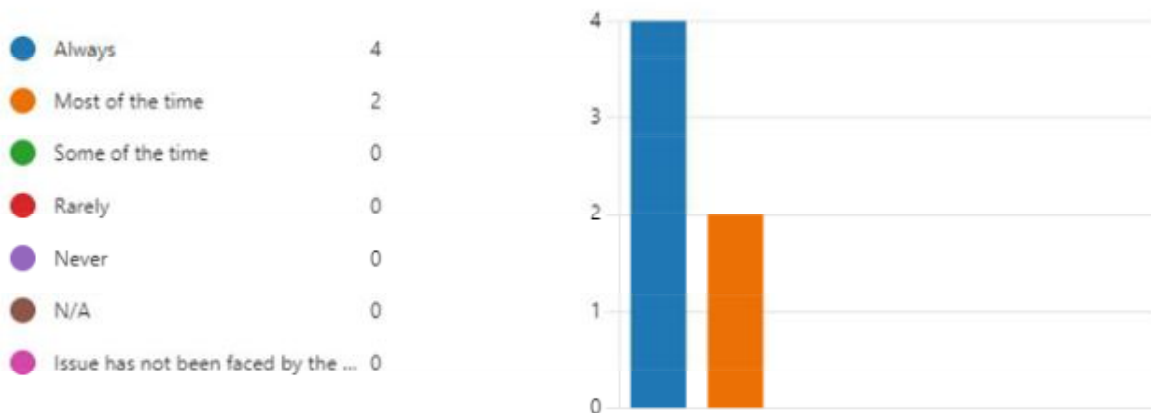


3. Provide specific representative examples to support your above response when applicable.

- “Wheels fell off the buggy in Sept/Oct/Nov.”

4. *1.0 All by-law obligations respecting Board meetings must be satisfied:*

Have we acted consistently with this item of policy?

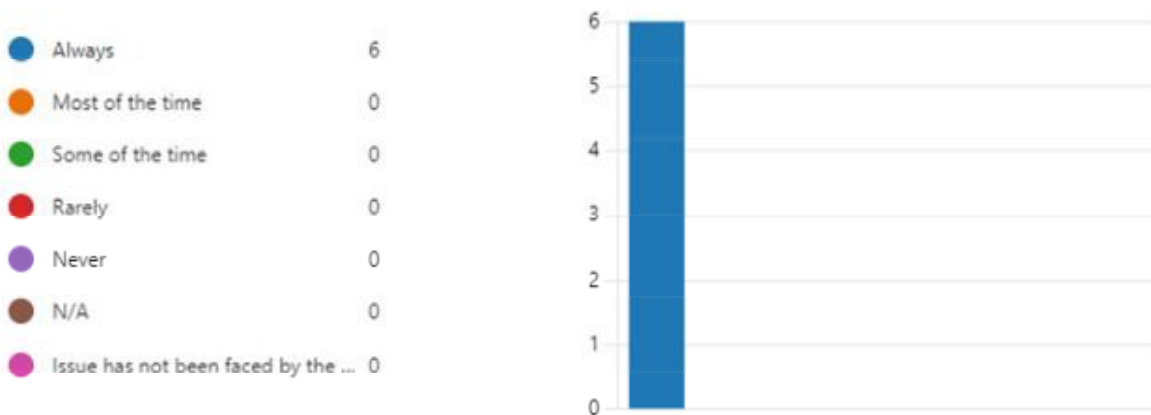


5. Provide specific representative examples to support your above response when applicable.

- N/A

6. **2.0 Board meetings shall be called to order at the time specified in the notice of meeting and upon satisfaction of quorum.**

Have we acted consistently with this item of policy?

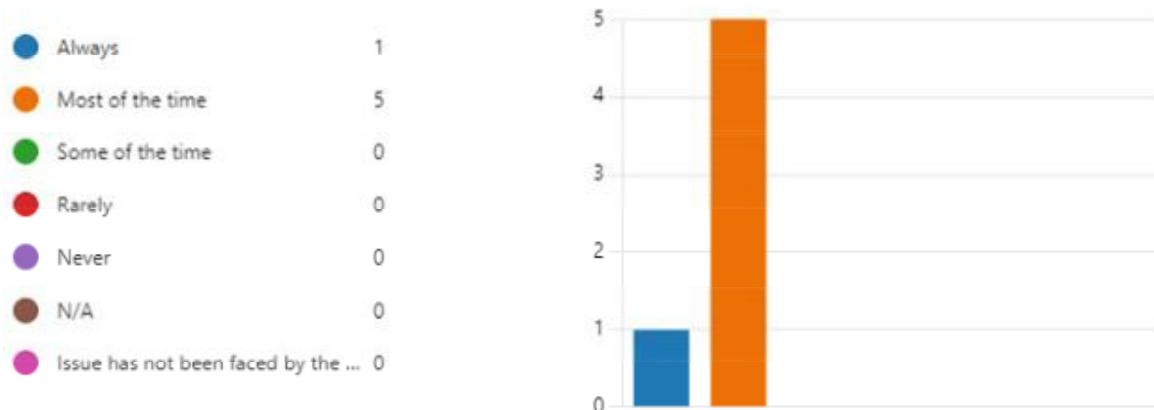


7. Provide specific representative examples to support your above response when applicable.

- N/A

8. **3.0 Trustees will not present an item for action or discussion at a Board meeting if it is not on the agenda, unless otherwise approved by a majority vote of the Board.**

Have we acted consistently with this item of policy?

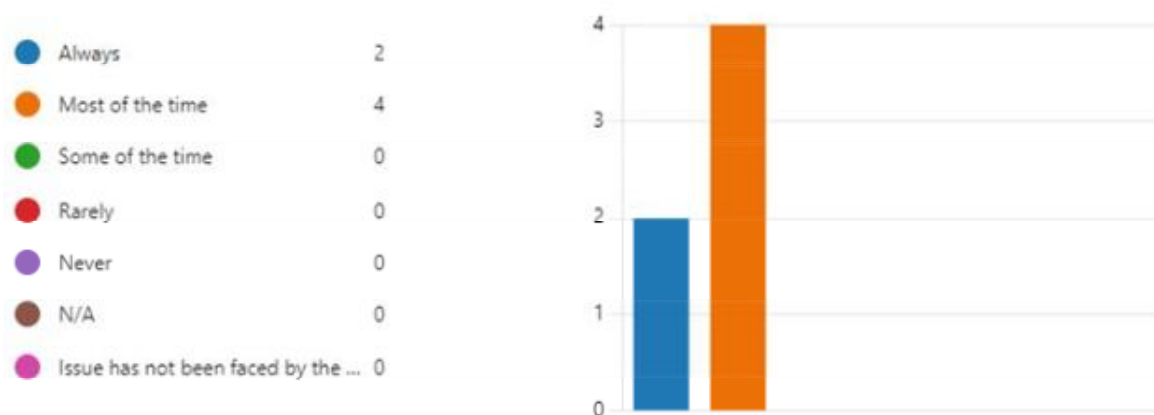


9. Provide specific representative examples to support your above response when applicable.

- *“Didn’t happen in Sept/Oct/Nov.”*
- *“This change just occurred end of 2023.”*

10. **4.0 Meeting order and decorum shall be maintained and all members treated with dignity, respect, courtesy, and fairness during discussion and debate and in all other respects.**

Have we acted consistently with this item of policy?

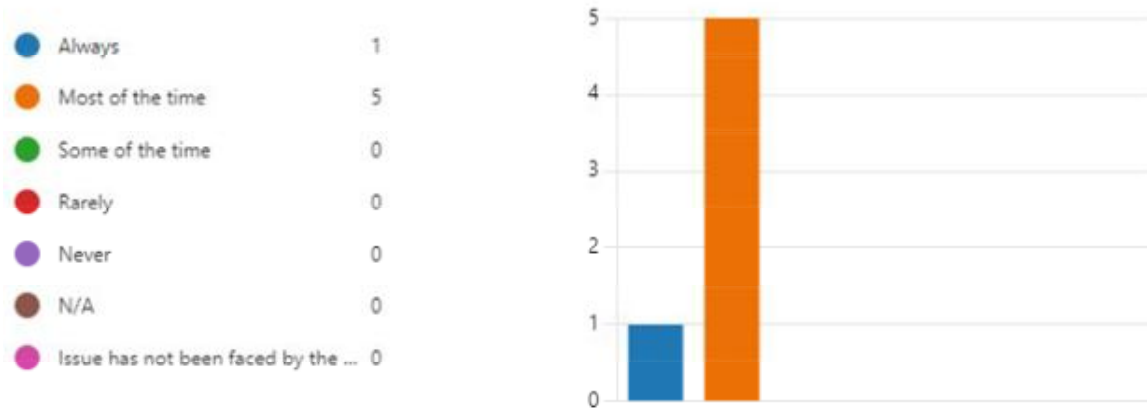


11. Provide specific representative examples to support your above response when applicable.

- *N/A*

12. **5.0 Trustees must keep their comments relevant to the issue under consideration.**

Have we acted consistently with this item of policy?

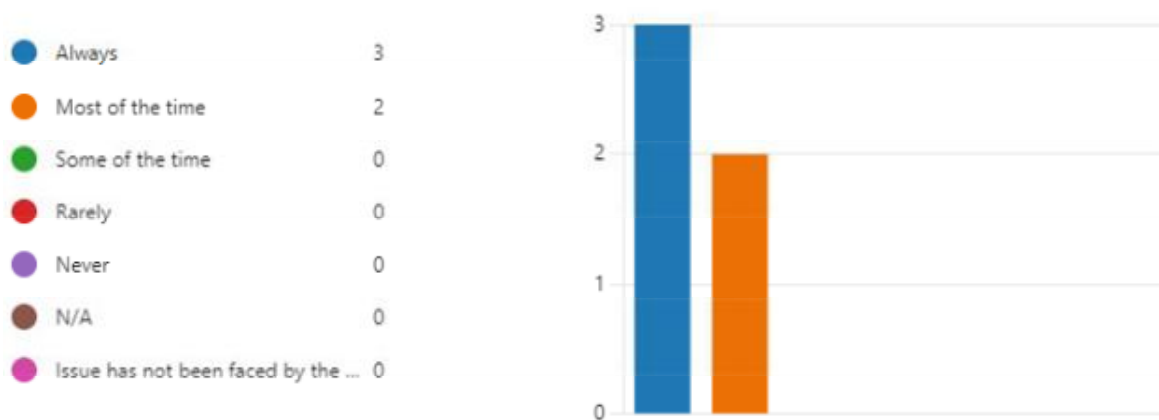


13. Provide specific representative examples to support your above response when applicable.

- N/A

14. **6.0 Board meetings will be conducted at a level of informality considered appropriate by the Board Chair.**

Have we acted consistently with this item of policy?



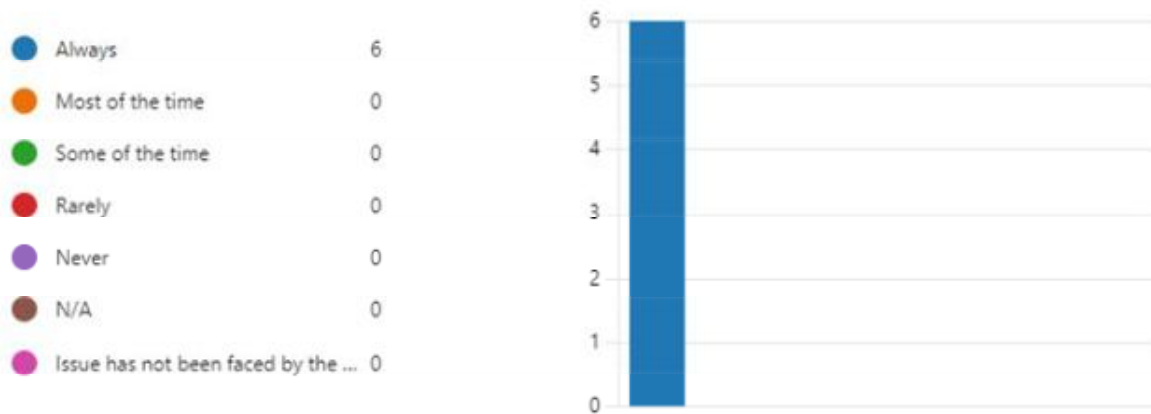
15. Provide specific representative examples to support your above response when applicable.

- “Chair runs a good meeting and give members a fair degree of latitude in stating their opinions.”

- “What does a level of informality mean?”

16. **7.0 Board decisions will be made, to the extent possible, on the basis of consensus.**

Have we acted consistently with this item of policy?

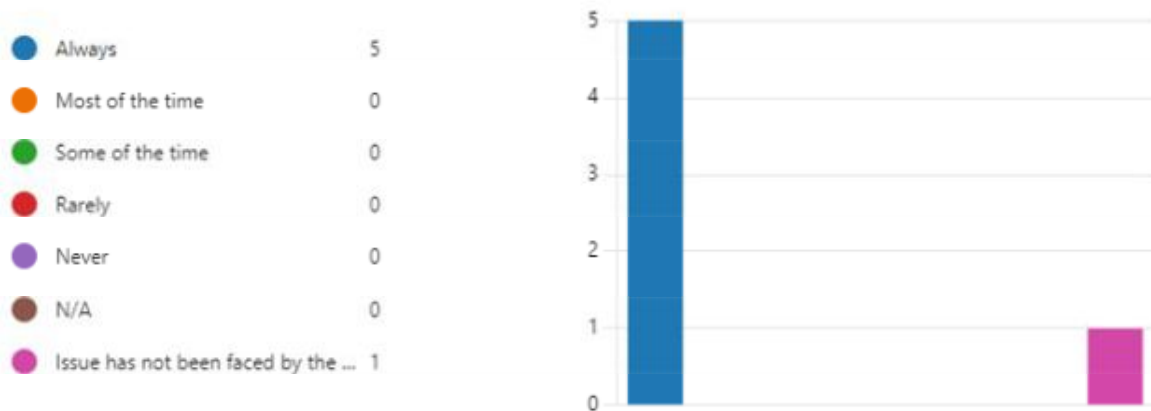


17. Provide specific representative examples to support your above response when applicable.

- N/A

18. **8.0 Where consensus is not possible, proposals that the Board take action, or decide a particular matter, shall be made by main motion of a Trustee, discussed, and then voted on. Motions do not require a second to proceed to discussion and subsequent vote.**

Have we acted consistently with this item of policy?

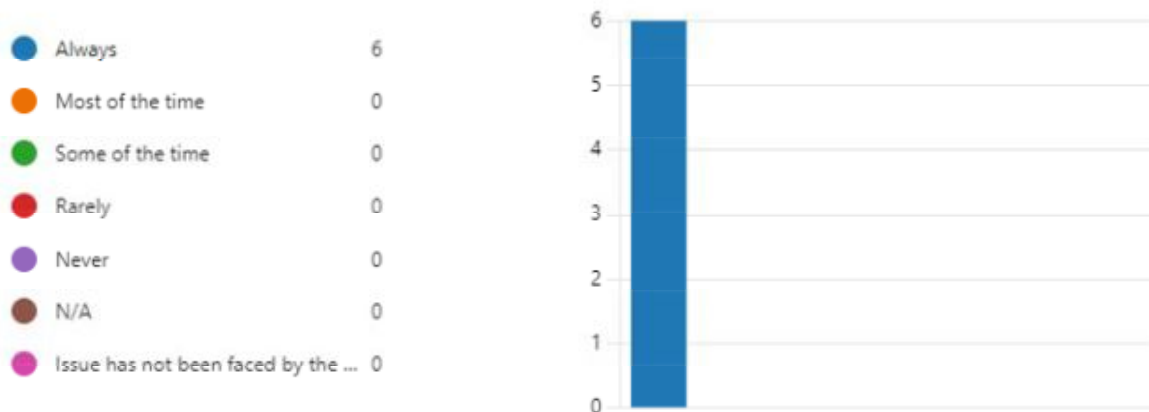


19. Provide specific representative examples to support your above response when applicable.

- N/A

20. **8.1 The Chair may, to the same extent as any Board member, make motions, engage in debate, or vote on any matter to be decided.**

Have we acted consistently with this item of policy?

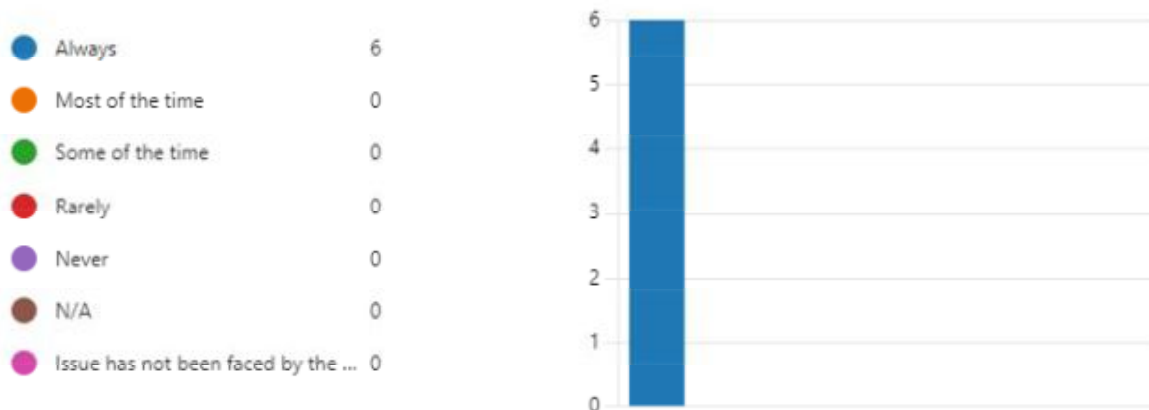


21. Provide specific representative examples to support your above response when applicable.

- N/A

22. **8.2 A motion to amend a main motion may be amended, but third level amendments are out of order.**

Have we acted consistently with this item of policy?

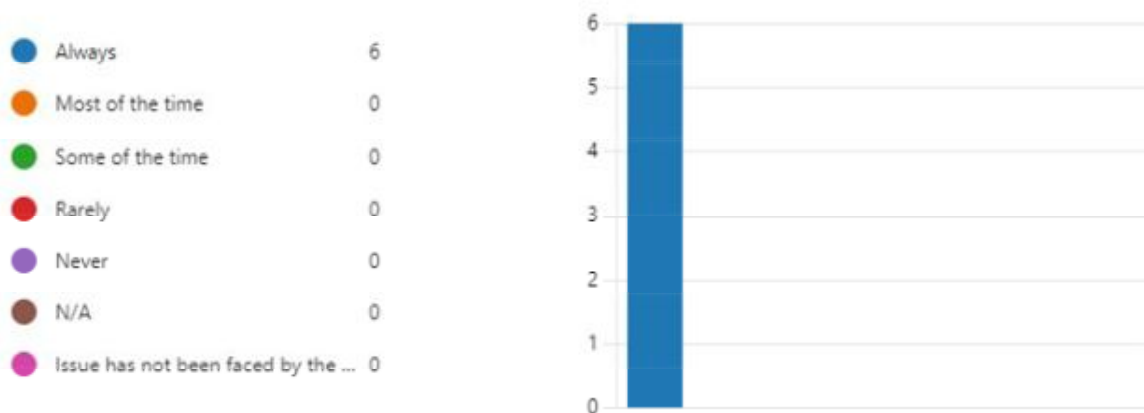


23. Provide specific representative examples to support your above response when applicable.

- N/A

24. **8.3** *A motion to refer to a committee, postpone, or table, may be made with respect to a pending main motion, and if carried shall set the main motion (the initial proposal) aside accordingly.*

Have we acted consistently with this item of policy?

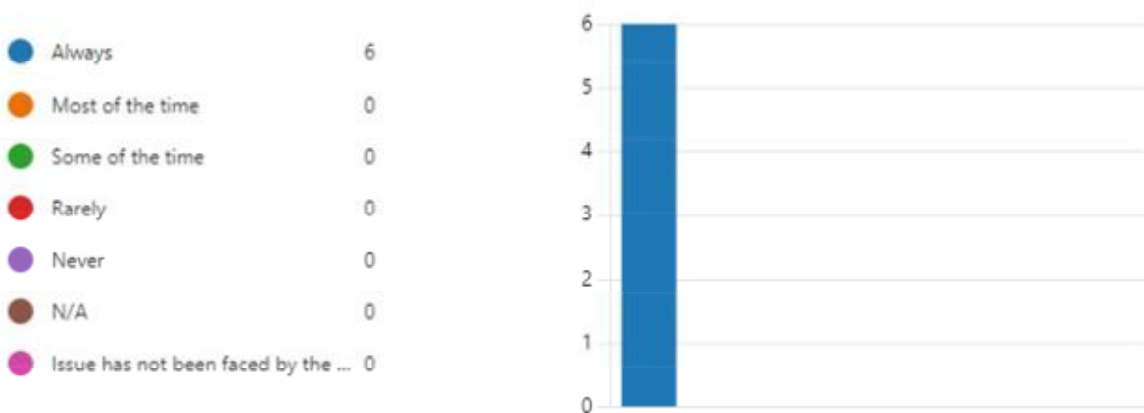


25. Provide specific representative examples to support your above response when applicable.

- N/A

26. **9.0** *Trustees may speak to a pending motion on as many occasions, and at such length, as the Chair may reasonably allow.*

Have we acted consistently with this item of policy?

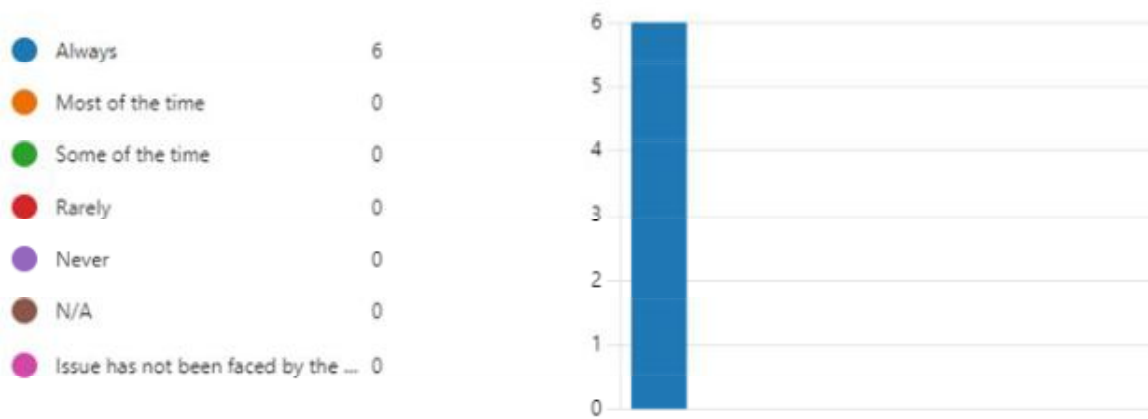


27. Provide specific representative examples to support your above response when applicable.

- “As I stated earlier Chair lets the members speak. Board members don't ramble.”

28. **10.0 A vote on a motion shall be taken when discussion ends but any Trustee may, during the course of debate, move for an immediate vote (close debate) which, if carried, shall end discussion and the vote on the main motion shall then be taken.**

Have we acted consistently with this item of policy?

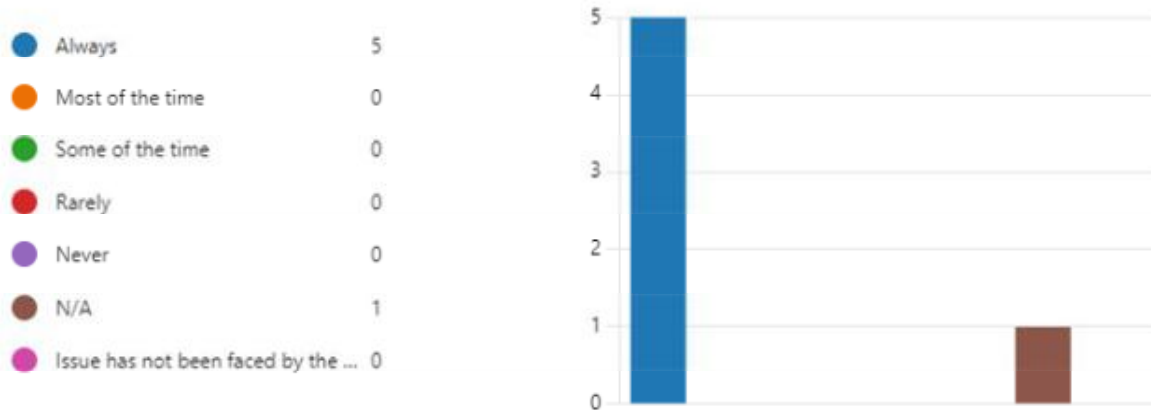


29. Provide specific representative examples to support your above response when applicable.

- N/A

30. **11.0 A majority vote will decide all motions before the Board excepting those matters in the by-laws which oblige a higher level of approval.**

Have we acted consistently with this item of policy?

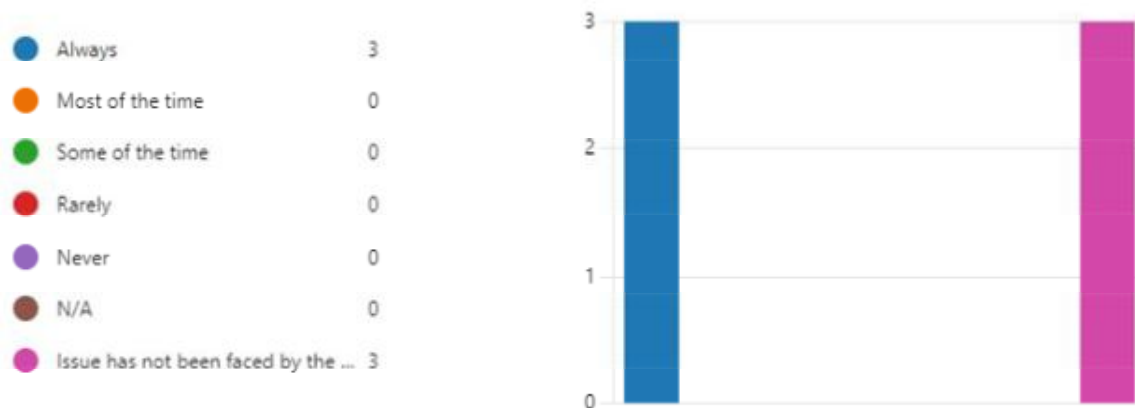


31. Provide specific representative examples to support your above response when applicable.

- N/A

32. **11.1 A decision to discontinue the Board's use of Policy Governance can occur only by a supermajority (i.e., Two-thirds) vote of the entire Board (i.e., Five members of the Board).**

Have we acted consistently with this item of policy?

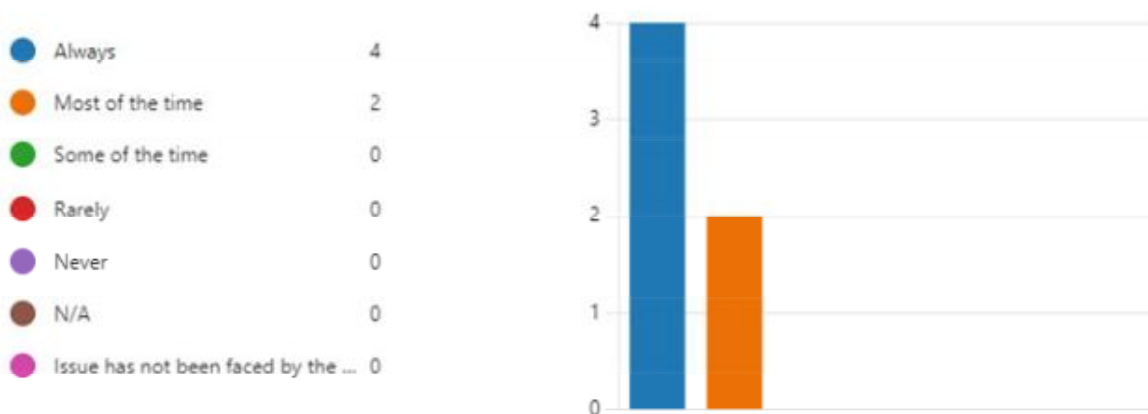


33. Provide specific representative examples to support your above response when applicable.

- N/A

34. **12.0 Board decisions about policies and revisions to policies will be considered first by the Board members assigned for pre-review of the policies, with the second occurring during the actual Board meeting. If approved, it has immediate effect.**

Have we acted consistently with this item of policy?

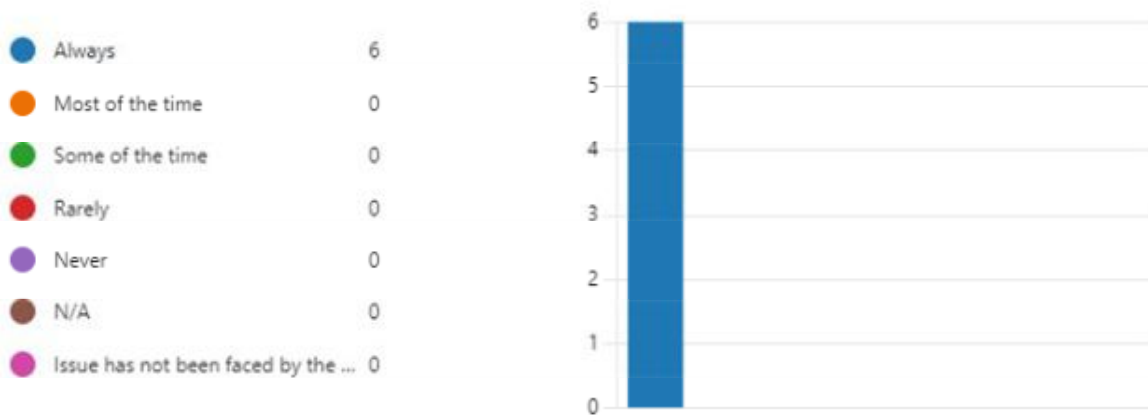


35. Provide specific representative examples to support your above response when applicable.

- *"We're doing that now with policy reviews by members."*

36. **13.0 A motion to adjourn a Board meeting may be offered by any Trustee or, on the conclusion of all business, adjournment of the meeting may be declared by the Board Chair.**

Have we acted consistently with this item of policy?

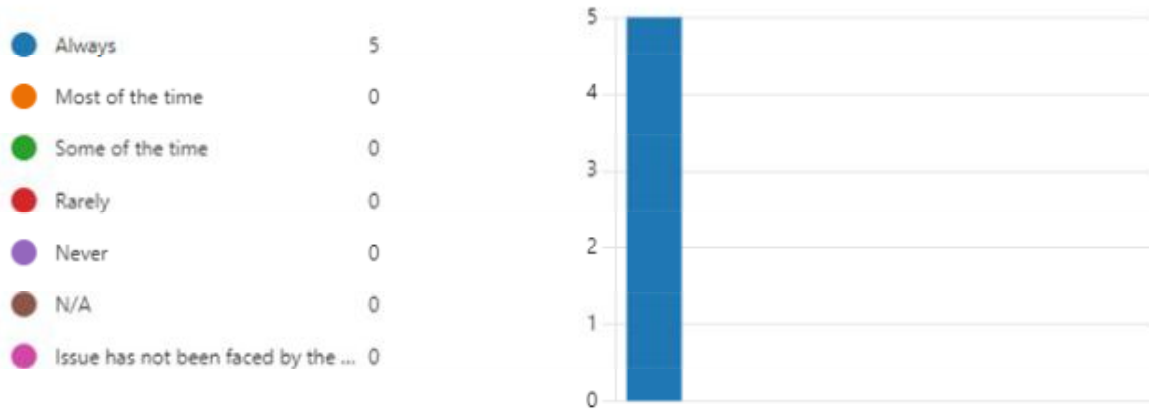


37. Provide specific representative examples to support your above response when applicable.

- *N/A*

38. **14.0 A Trustee may request to have his or her vote on the record.**

Have we acted consistently with this item of policy?

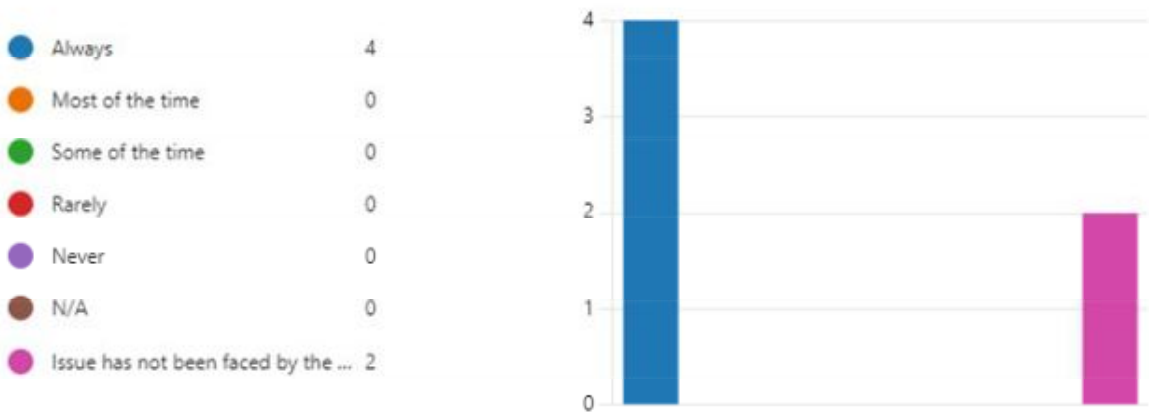


39. Provide specific representative examples to support your above response when applicable.

- N/A

40. **15.0 When further rules of order are to be developed by the Board, the Board will consider Robert's Rules of Order for Small Boards & Assemblies as a resource guide.**

Have we acted consistently with this item of policy?



41. Provide specific representative examples to support your above response when applicable.

- N/A

42. **Other Board Comments:**

- *N/A*



BOARD OF TRUSTEES MEETING

Action & Information Report

Board Meeting Date: January 8, 2024

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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

8.0 Monitoring Board Performance

8.2 BCD-02 Accountability of CEO – Board Survey Review

BOARD POLICY: BOARD-CEO DELEGATION: BCD-02 Accountability of CEO

Description:

As part of Policy Governance practice, the Board completes a Self-Evaluation Survey of Governance Process and Board CEO Delegation policies following the month the respective policy is reviewed.

The intention is effort to assist Members in assessing the Board's compliance with Governance Process and Board CEO Delegation policies. The Board Chair will lead discussion at the meeting to consider aggregate responses from members and insights obtained from the compilation, relative to amending the policy in question, as well as points for consideration in future policy development and review.

Enclosed are the results to help guide the board's discussion.

Resource Impact:

None

Requested Board Action:

Review of the results to determine compliance with policy statements and any changes that might be needed.

Action Taken:



Jackson College Board of Trustees

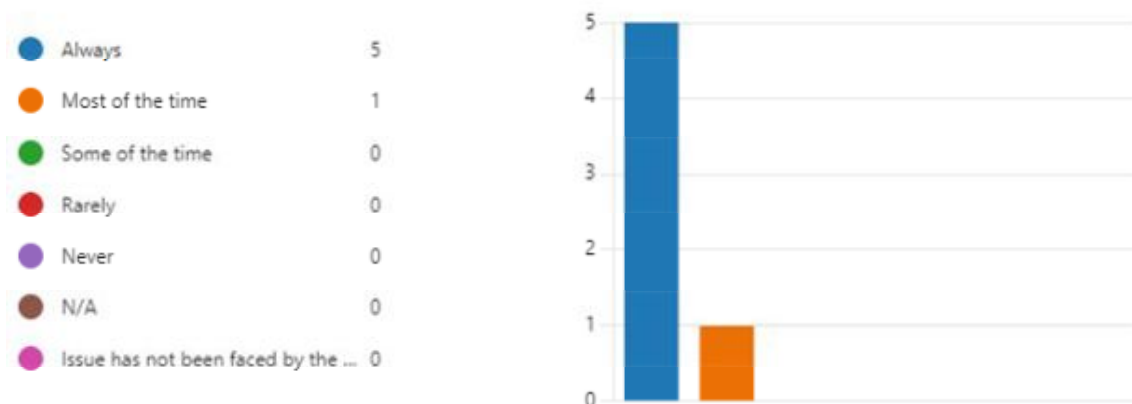
BOARD SELF-MONITORING SURVEY RESULTS:
BCD-02
Board-CEO Delegation
DATE: 01.03.24

1. *Number of Response: 6*

2. *Policy opening statement:*

The CEO is the Board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the CEO.

Have we acted consistently with this item of policy?

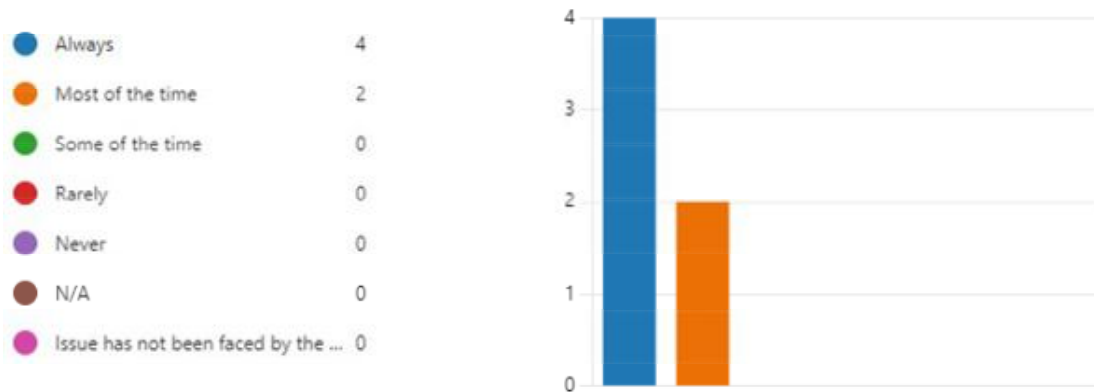


3. Provide specific representative examples to support your above response when applicable.

- *"Dan is our only employee. Beyond that, I am blind."*

4. *1.0: The Board will never give instructions to persons who report directly or indirectly to the CEO.*

Have we acted consistently with this item of policy?

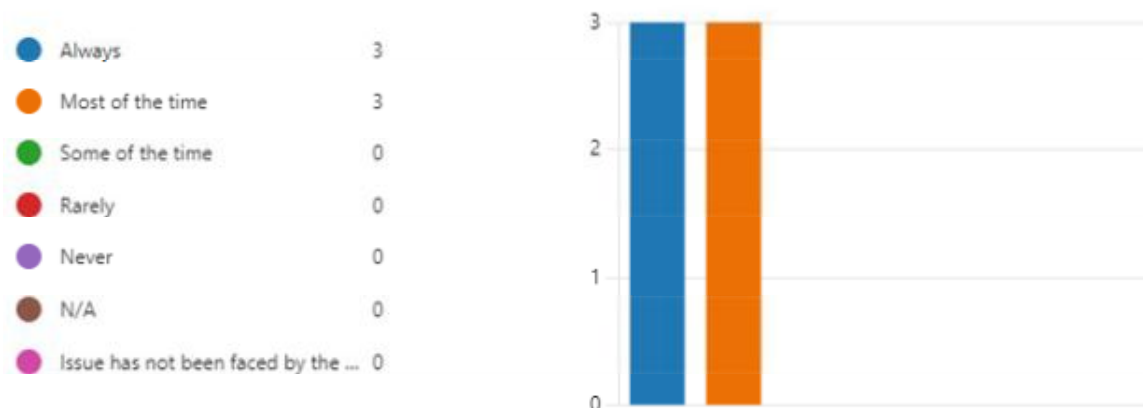


5. Provide specific representative examples to support your above response when applicable.

- *"In practice yes. If I communicate with one of Dan's employees, I always carbon copy him so he knows what's going on. The communication is minor in detail."*
- *"I can only speak for myself, pretty sure the same is true for the rest of the board."*

6. **2.0: The Board will refrain from evaluating, either formally or informally, any staff other than the CEO.**

Have we acted consistently with this item of policy?



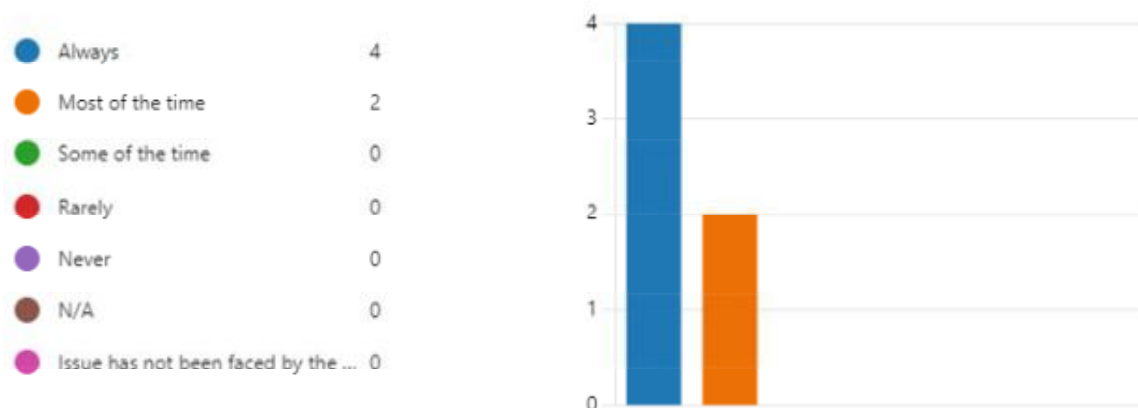
7. Provide specific representative examples to support your above response when applicable.

- *"Didn't work too well these past couple of months, however, when a few staffers were publicly demeaned by a former board member."*

8. **3.0: Since the CEO is accountable for operational achievement, the Board will view CEO performance as identical to organizational performance. Therefore,**

the CEO's job description is to accomplish a reasonable interpretation of Board-stated Ends and comply with a reasonable interpretation of Executive Limitations.

Have we acted consistently with this item of policy?



9. Provide specific representative examples to support your above response when applicable.

- *“Worked great until a couple of months ago.”*

10. Other Board Comments:

- *“For the past several months, the board has been clearly out of its lane and it showed publicly.”*

<p align="center">BOARD OF TRUSTEES MEETING Action & Information Report Board Meeting Date: January 8, 2024</p>



TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>9.0 Information Requested by the Board 9.1 FY'24 Q1 Financial Report</p> <p align="right"><u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: Financial Conditions and Activities</p>
<p>Description:</p> <p>For the Board's review is the FY'24 Q1 Financial Report. I will provide a few highlights with respect to changes since FY'23 Q4.</p> <p>Recall that monthly financials are provided on the Board's web page.</p> <p>I am happy to answer any questions you may have about the Q1 report.</p>
<p>Resource Impact:</p> <p>None</p>
<p>Requested Board Action:</p> <p>Review of the FY'24 Q1 Financial Report.</p>
<p>Action Taken:</p>



Financial Report

Presented to
President Daniel Phelan
Jackson College Board of Trustees



Prepared by the Business Office
September 30, 2023

Jackson College
Memo From John Globoker, Chief Financial Officer
For the September 30, 2023 Financial Report

Following is the September 30, 2023 Treasurer's Report summarizing the components of the major revenue and expense lines. Explanations for significant variances are included in this memo.

Note: Budgeted amounts reflect the 2023-2024 Budget as adopted at the June 2023 Board of Trustees meeting.

General Fund

Revenues

- **State Appropriations** - Funding for the fiscal year comes from the state beginning in October.
- **Contract training** - Favorable to budget, due to timing and additional trainings through grant programs.
- **Miscellaneous** - Unfavorable to budget, due to lower than expected administrative allowances and bad debt recovery at this point in the fiscal year.
- **Transfers In** - Favorable to budget, due to a Dental Hygiene transfer and conservative budget.

Expenses

- **Wages/Retirement & Benefits** - Favorable to budget, savings realized from vacant positions.
- **Services** - Unfavorable to budget, due to contracted services with CampusWorks for IT, Business Office and PRR Services; Audit Services; and Facilities projects.
- **Rent, utilities, insurance** - Unfavorable to budget, due to timing of expenses, mainly insurance.
- **Transfers** - favorable, as transfers to plant, auxiliary, and payment on debt have not yet occurred in FY24.
- **Capital Equipment** - Favorable to budget due to timing of future vehicle and office equipment purchases.

Jackson College
Memo From John Globoker, Chief Financial Officer
For the September 30, 2023 Financial Report

Auxiliary Fund

Revenues

- **Housing** - Unfavorable to budget as occupancy was lower than expected.
- **Housing Scholarships** - Unfavorable to budget, due to increase in Resident Mentors to support Ready, Set, Jet initiative for the academic year.
- **Potter Center** - Favorable to budget, due to a conservative budget being presented.
- **Hospitality and Meal Plans** - Unfavorable to budget as occupancy was lower than expected.
- **Miscellaneous** - Unfavorable to budget, mainly due building rentals not meeting expectations.
- **Transfers** - Unfavorable to budget, due to timing of transfers from the Foundation.

Expenses

- **Wages/Benefits** - Favorable to budget, due to vacancies.
- **Services Staffing Agency**- Favorable to budget, possibly due to conservative budget being presented.
- **Services** - Favorable to budget, due to timing of purchases.
- **Materials** - Favorable to budget, due to timing of expenses.
- **Rent, Utilities, insurance** - Favorable to budget, rental of equipment not needed as much compared to previous years
- **Other operating costs** - Unfavorable to budget, due to timing of necessary production costs for shows in Potter Center.
- **Transfers** - Favorable, as transfers to plant, auxiliary, and payment on debt have not yet occurred in FY24.

Other Notes

- Operating Reserves - Board policy requires the College have combined operating fund balance reserves greater or equal to two months' operating expenses. As of September 30, 2023 the College is meeting this requirement.

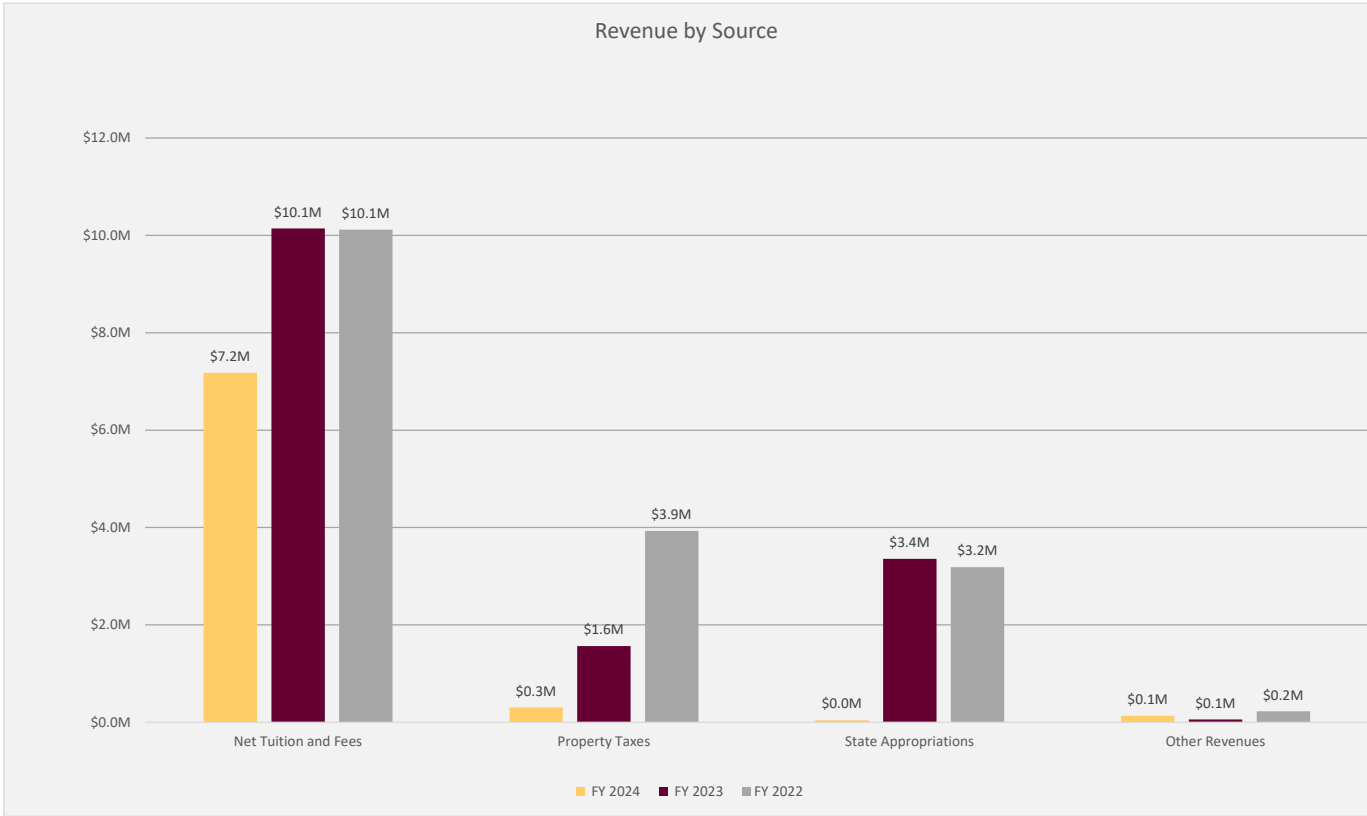
Jackson College
Revenue and Expense Statement
General Fund - FY 24
September 30, 2023
Preliminary - Unaudited

	2023-2024 Original Budget	Percentage of Original Budget	Actual Year to Date	Actual Percentage of Budget	Planned Percentage to Date	Variance of Planned Percentage to Actual	Prior Year to Date*
Revenue							
Gross tuition and fees	\$ 25,240,228	54.5%	\$ 7,449,564	29.5%	30.0%	\$ (122,504)	\$ 10,426,614
Less Institutional Scholarships	(860,000)	-1.9%	(272,551)	31.7%	30.0%	(14,551)	(285,336)
Net tuition and fees	24,380,228	52.6%	7,177,013	29.4%	30.0%	(137,055)	10,141,278
Property taxes	6,389,547	13.7%	305,152	4.8%	5.0%	(14,325)	1,566,061
State appropriations	15,119,559	32.6%	40,558	0.3%	0.0%	40,558	3,357,198
Contract training	100,000	0.2%	60,749	60.7%	25.0%	35,749	14,714
Miscellaneous	353,361	0.8%	65,941	18.7%	25.0%	(22,399)	42,316
Transfers	-	0.0%	8,137	0.0%	25.0%	8,137	-
Transfers - Federal grant funds	-	0.0%	-	0.0%		-	-
Total revenues	46,342,695	100.0%	7,657,550	16.5%	16.0%	(89,335)	15,121,567
Expenses							
Wages	17,633,785	38.0%	3,226,781	18.3%	26.9%	(1,520,776)	4,273,369
Retirement	4,761,789	10.3%	872,070	18.3%	26.9%	(409,950)	1,133,799
Benefits	3,129,996	6.8%	644,724	20.6%	26.9%	(197,967)	708,211
Services - Staffing Agency	3,736,072	8.1%	803,269	21.5%	26.9%	(202,597)	933,843
Services	4,481,797	9.7%	1,597,871	35.7%	25.0%	477,422	1,173,354
Materials	1,843,739	4.0%	411,469	22.3%	25.0%	(49,466)	418,201
Rent, utilities, insurance	1,808,477	3.9%	538,341	29.8%	25.0%	86,222	490,364
Other operating costs	3,929,269	8.5%	932,605	23.7%	25.0%	(49,712)	710,255
Transfers-major maintenance	1,146,577	2.5%	-	0.0%	25.0%	(286,644)	246,974
Transfers-deferred maintenance	-	0.0%	-	0.0%	0.0%	-	-
Transfers-debt service	3,457,494	7.5%	-	0.0%	25.0%	(864,374)	1,115,011
Transfers-Jets Store	-	0.0%	-	0.0%	0.0%	-	96,113
Capital equipment	413,700	0.9%	83,521	20.2%	25.0%	(19,904)	95,877
Total expenses	46,342,695	100.0%	9,110,651	19.7%	21.7%	(3,037,746)	11,395,371
Income over (under) expenses	\$ -		\$ (1,453,101)			\$ 2,948,411	\$ 3,726,196

*Previous years included "financial statement adjustment" entries to smooth revenues and expenses. In fiscal year 2024, management determined to eliminate the need for these entries and report posted revenues and expenses in the college's ERP, Colleague, as it is a better indicator of the college's position for each month.

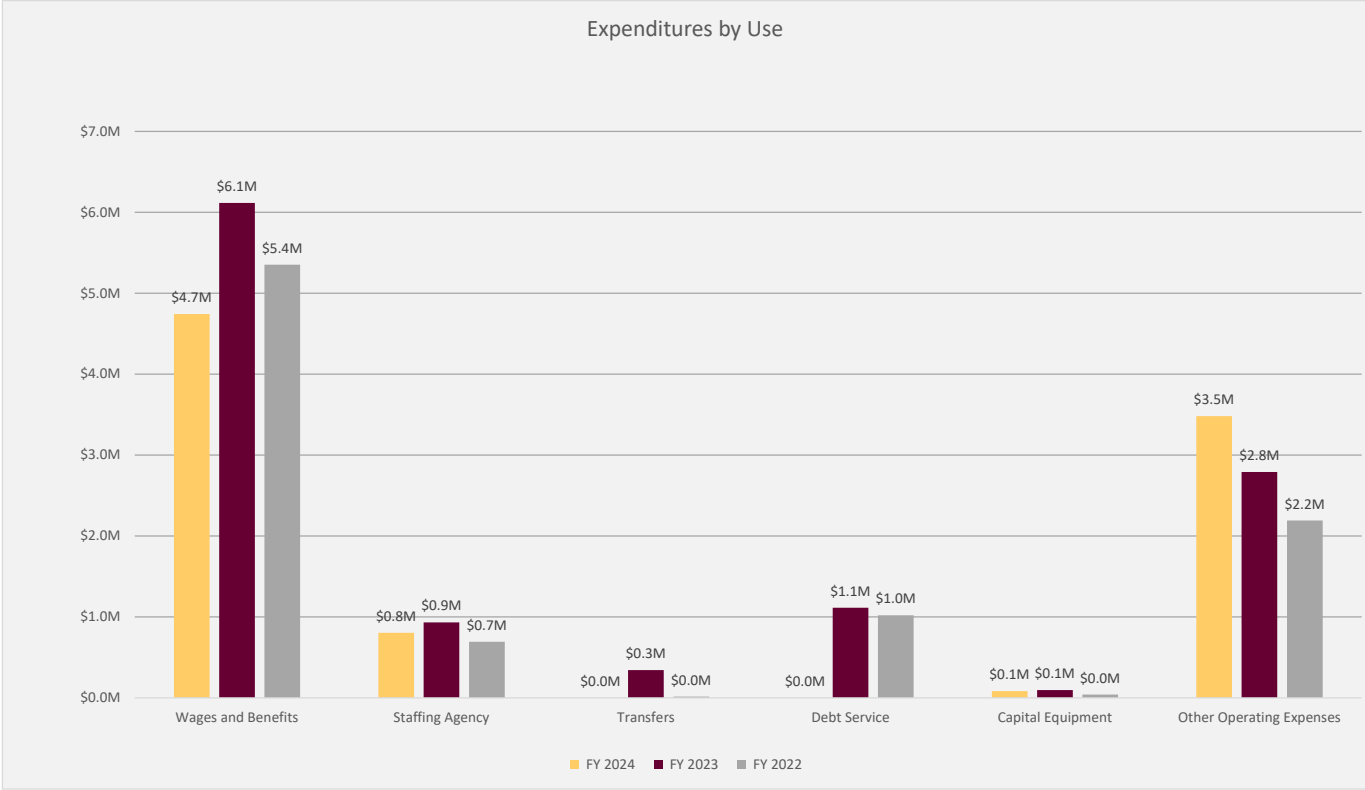
Jackson College
General Fund Revenue Comparison
9/30/2023

\$7,657,550



Jackson College
General Fund Expenditure Comparison
9/30/2023

\$9,110,651



Jackson College
Revenue and Expense Statement
Auxiliary Services
September 30, 2023
Preliminary - Unaudited

						Auxiliary Units			
	2023-2024 Original Budget	Percentage of Original Budget	Actual Year to Date All Auxiliaries	Actual Percentage of Budget	Planned Percentage to Budget	Hospitality Services	Housing	Jets Store Bookstore	Potter Center Performing Arts
Revenue									
Textbook and Class Fees	\$ 2,511,642	34.6%	\$ 1,208,019	48.1%	50.0%	-	-	1,208,019	-
Housing	2,007,800	27.6%	906,124	45.1%	50.0%	-	906,124	-	-
Less Housing Scholarships	(200,000)	-2.8%	(140,759)	70.4%	50.0%	-	(140,759)	-	-
Sales Bookstore	242,923	3.3%	35,562	14.6%	25.0%	-	-	35,562	-
Potter Center activities	351,000	4.8%	164,792	46.9%	25.0%	-	-	-	164,792
Hospitality and Meal Plans	2,302,577	31.7%	955,891	41.5%	50.0%	955,891	-	-	-
Miscellaneous	35,000	0.5%	3,900	11.1%	25.0%	-	-	-	3,900
Transfers - General Fund	-	0.0%	-	0.0%	0.0%	-	-	-	-
Transfers - Foundation	15,000	0.2%	-	0.0%	0.0%	-	-	-	-
Total revenues	7,265,942	100.0%	3,133,529	43.1%	30.6%	955,891	765,365	1,243,581	168,692
Expenses									
Wages	\$ 1,611,365	22.2%	\$ 296,280	18.4%	26.9%	133,132	59,141	46,488	57,519
Retirement	418,100	5.8%	71,158	17.0%	26.9%	33,932	8,267	10,480	18,479
Benefits	249,400	3.4%	63,636	25.5%	26.9%	36,709	8,856	6,448	11,623
Services - Staffing Agency	15,000	0.2%	2,871	19.1%	26.9%	2,871	-	-	-
Services	75,500	1.0%	15,905	21.1%	25.0%	6,723	3,275	130	5,777
Materials	2,395,500	33.0%	358,356	15.0%	25.0%	156,309	7,483	194,255	309
Rent, utilities, insurance	4,000	0.1%	-	0.0%	25.0%	-	-	-	-
Other operating costs	474,000	6.5%	172,281	36.3%	25.0%	-	6,080	291	165,910
Transfers	2,016,077	27.7%	-	0.0%	25.0%	-	-	-	-
Capital equipment	7,000	0.1%	-	0.0%	25.0%	-	-	-	-
Total expenses	7,265,942	100.0%	980,487	13.5%	25.7%	369,676	93,102	258,092	259,617
Income over (under) expenses	\$ -		\$ 2,153,042			\$ 586,215	\$ 672,263	\$ 985,489	\$ (90,925)

Jackson College
Balance Sheet and Changes in Fund Balance - FY 24
September 30, 2023
Preliminary - Unaudited

	General Fund	Designated Fund	Restricted Fund	CARES Fund	Auxiliary Fund	Endowment Fund	Debt & Property Fund	Activities Fund	Total
Assets									
Cash	\$ 2,107,078	\$ 12,499,979	\$ (4,397,783)	\$ -	\$ (1,480,688)	\$ 17,598	\$ 6,923,867	\$ (516,442)	\$ 15,153,609
Restricted cash in escrow	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	2,484	-	-	2,484
Accounts receivable	5,604,070	-	2,627	-	1,819,699	14,401	91	-	7,440,888
Inventories	29,800	-	-	-	244,269	-	-	-	274,069
Other assets	3,784,790	-	6,050,541	-	1,080,690	-	81,276,483	1,044,144	93,236,648
Total assets	11,525,738	12,499,979	1,655,385	-	1,663,970	34,483	88,200,441	527,702	116,107,698
Liabilities and Fund Balance									
Accounts payable	5,461	-	813	-	526	-	34,383	-	41,183
Accrued liabilities	772,443	-	(11,696)	-	352,592	-	27,937,564	-	29,050,903
Deferred liabilities	5,789,084	-	486,526	-	-	-	-	-	6,275,610
Unearned revenue	62,146	-	-	-	257,950	-	-	-	320,096
Other liabilities	6,340,860	-	5,807,213	-	10,849	-	7,986	4,143	12,171,051
Total liabilities	12,969,994	-	6,282,856	-	621,917	-	27,979,933	4,143	47,858,843
Fund balance	(1,444,256)	12,499,979	(4,627,471)	-	1,042,053	34,483	60,220,508	523,559	68,248,855
Total liabilities and fund balance	\$ 11,525,738	\$ 12,499,979	\$ 1,655,385	\$ -	\$ 1,663,970	\$ 34,483	\$ 88,200,441	\$ 527,702	\$ 116,107,698
Beginning fund balance									
Net investment in capital assets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	56,327,556	\$ -	\$ 56,327,556
Major Maintenance and Equipment Replacement	-	-	-	-	-	-	6,828,663	-	6,828,663
Restricted	-	690,408	500,762	-	(1,110,990)	34,446	-	-	114,626
Future Operations	8,845	11,725,052	-	-	-	-	-	517,703	12,251,600
	\$ 8,845	\$ 12,415,460	\$ 500,762	\$ -	\$ (1,110,990)	\$ 34,446	\$ 63,156,219	\$ 517,703	\$ 75,522,445
Current year income	7,657,550	84,519	913,612	-	3,274,289	37	(461,563)	36,156	11,504,600
Current year expenses	9,110,651	-	6,041,845	-	1,121,246	-	2,474,148	30,300	18,778,190
Ending fund balance	\$ (1,444,256)	\$ 12,499,979	\$ (4,627,471)	\$ -	\$ 1,042,053	\$ 34,483	\$ 60,220,508	\$ 523,559	\$ 68,248,855



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: January 8, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

9.0 Information Requested by the Board

9.2 Consideration of Future Board Meeting Dates / Times

BOARD POLICY: GOVERNANCE PROCESS – GP-3 Board Planning
 Cycle & Agenda
 Control

Description:

For the Board's review are the regular Board meeting dates for 2024. I have received a request from a member to propose moving the time of the Board meetings from 6:00pm to 1:00pm, with a Board lunch at 12:30pm.

January 8, 2024
 February 12, 2024
 March 11, 2024
 April 15, 2024 (to avoid the AACC Conference April 5-9, 2024)
 May 13, 2024
 June 10, 2024
 August 12, 2024
 September 9, 2024
 October 14, 2024
 November 11, 2024

Also for the Board's consideration are proposed dates for the Board's annual Special Meetings. Prior to this meeting, dates were offered to the Board for their consideration via an electronic survey. Of the dates offered, most Trustees were available on:

Spring Planning Session: Tues., April 2nd, 8am-2pm, Potter Center Boardroom
 Summer Retreat: Thurs., August 22nd, 8am-2pm, Wickwire House
 Fall Planning Session: Mon., November 18, 8am-2pm, Potter Center Boardroom

Requested Board Action:

Review of the Board's annual Regular and Special Meeting dates / times.

<p align="center">BOARD OF TRUSTEES MEETING Action & Information Report Board Meeting Date: January 8, 2024</p>



TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANES?</i>	
9.0	Information Requested by the Board
9.3	Consideration of Distinguished Service Award Nominations
	<u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS – Communication & Support to the Board
Description:	
<p>This time has been set aside to allow for recommendations for the Board's Distinguished Service Award for 2024.</p> <p>Enclosed is the criteria for the award and a list of prior year recipients as a reference for you.</p>	
Resource Impact:	
None	
Requested Board Action:	
Discussion of Distinguished Service Award recipient for 2024.	
Action Taken:	

Distinguished Service Award

January 9, 2023

The Distinguished Service Award is the highest honorary award made by the Board of Trustees.

In January, board members are asked to consider nominees for the Distinguished Service Award, with the president providing names for deliberation. Final consideration and selection of the Distinguished Service Award recipient will be brought forth for action in March, with the award(s) being made at commencement services.

The criteria for nominations are quite simple and have consistently been worded as follows:

In recognition of **the care and** concern for **the** welfare and educational advancement of the residents of this community **that** has been expressed, in part, through the institution now bearing the name of Jackson Community College, this Certificate of Distinguished Service is awarded to _____ whose name shall always be held in high esteem by the College and the Board of Trustees.

Thus, the award is recognition for service both to the community and to the College.

Once the Board approves the person or persons for the award, send marketing a picture of the recipient, along with biographical information, for the Commencement program. Marketing will print the name on the certificate and return it to the President's Office.

Once the certificate comes back from Marketing, the President's Office reviews the name. Then the certificate is taken to the Director of Purchasing for framing. The Director of Purchasing will need the certificate no later than four weeks prior to Commencement.

AWARD FOR DISTINGUISHED SERVICE**June 13, 1966**

Edward O. Marsh
(Posthumous)

John George (D)
Harold Steele (D)
Justin R. Whiting (D)
Norman E. Leslie (D)
Harvey T. Woodfield (D)
Jay F. Clark (D)
George L. Greenawalt (D)
Harold R. Leslie (D)
Ralph D. McLeary (D)
Frederick A. Probert (D)
J. Sterling Wickwire (D)

June 12, 1967

Ray W. Herrick (D)
Lyle A. Tarrant (D)
W. Keith McNally (D)
Frank J. Dove (D)

June 9, 1969

James P. Graham (D)
Bert H. Walker (D)
Florence Jack Price (D)
Dr. William N. Atkinson (D)
Leona Atkinson (D)

May 10, 1971

Alphonse H. Aymond (D)
Leo J. Brannick (D)
J. Ward Preston (D)
Wilferd P. Rayner (D)
Harry G. Ziegler (D)

May 8, 1972

James N. Folks (D)
Theron B. (Rollo) Sims (D)
William J. Jefferson (D)

March 12, 1973

Elwin T. Ruffner (D)
Louis H. Leggett (D)
Kae Marcoux (D)
Rep. Hal Ziegler (D)

1974

None

April 30, 1975

Yulah Barnes (D)
Charles O. Conrad (D)
William J. Ogden (D)
Louise Riggs (D)

April 28, 1976

Anthony P. Hurst
Dr. William M. Lannik (D)
Arthur T. Dolan (D)

April 29, 1977

Ruth M. Day (D)
Betty L. Giguere/Desbiens
Harold Rosier (D)
Waunetta Rosier (D)

November 23, 1977

Al Cotton (D)

April 27, 1978

Robert E. Snyder (D)
E. Dean Edwards (D)
Richard Cowley (D)

May 2, 1979

J. C. Drake (D)
Marvin Raguse (D)
Hugh D. Federer (D)
Edwin C. Hetherwick (D)

April 30, 1980

John V. Kopplin (D)
Richard C. Deming (D)

1981

Harold Sheffer (D)

1982

None

1983

Maxwell E. Brail (D)

Richard Firestone	(D)	<u>1997</u>	
Donald P. Troyer	(D)	Mark K. Rosenfeld	
<u>1984</u>		<u>1998</u>	
Terry McLaughlin	(D)	Lawrence L. Bullen	
		George Raven	(D)
<u>1985</u>		Barbara Raven	(D)
John Selby	(D)	<u>1999</u>	
Walter Berlet	(D)	Michael Baughman	(D)
Myrna Berlet	(D)	Victor Cuiss	(D)
<u>1986</u>		<u>2000</u>	
Anthony Consolino	(D)	Clyde E. LeTarte	(D)
Rep. Michael Griffin			
<u>1987</u>		<u>2001</u>	
Rep. Phil Hoffman		None	
<u>1988</u>		<u>2002</u>	
M. P. (Pat) Patten	(D)	Rick Davies	
<u>1989</u>		<u>2003</u>	
Betsy W. Dolan	(D)	Bill Sigmand	(D)
John Dabbert	(D)	Jerry Kratz	(Posthumously)
		Fred Slete	
<u>1990</u>		<u>2004</u>	
William Maher	(D)	Georgia Fojtasek	
<u>1991</u>		<u>2005</u>	
Lois Franklin	(D)	John Crist	
Myer Franklin	(D)		
Howard Patch			
<u>1992</u>		<u>2006</u>	
Bernard H. Levy		Dale Smith	(D)
<u>1993</u>		<u>2007</u>	
<u>1994</u>		George Potter	
Betsy W. Dolan	(D)		
<u>1995</u>		<u>2008</u>	
Robert L. Johnson		R. Dale Moretz	
Jacqueline Dulworth (Posthumous)		Charles E. Anderson	
Frank Meyers	(D)		
<u>1996</u>		<u>2009</u>	
Dr. Roderick D. Riggs	(D)	Dennis DaPra	

Tony Dungy
Dr. Harish Rawal

2010
Rep Mike Simpson (Posthumously)

2011
Henry C. Zavislak

2012
Senator Mike Nofs

2013
Representative John Walsh

2014
Karen Dunigan (Posthumously)

2015
Reverend Frank Hampton (D)

2016
Christine Medlar

2017
Karen Hawley
Bart Hawley

2018
Kirk Mercer

2019
Senator Mike Shirkey

2020
Evelyne Jones
Dr. Albert Krieger

2021
Greg O'Connor

2022
Leland Bassett

2023
Dr. Edward Mathein

BOARD OF TRUSTEES MEETING

Action & Information Report

Board Meeting Date: January 8, 2024



TO: Jackson College Board of Trustees

FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

9.0 Information Requested by the Board

9.4 Next Regular Board Meeting Topics – February 12, 2024

BOARD POLICY: GOVERNANCE PROCESS: GP-03 Board Planning Cycle and Agenda

Description:

This time has been set aside to help the Board anticipate topics for the next regular Board meeting (February 12, 2024). Below are currently anticipated topics. Please feel free to offer other agenda items at this point on the agenda.

- Policy Review: EL-11 Entrepreneurial Activity
- Policy Review: GP-00 Governance Commitment
- Policy Review: GP-01 Governing Style
- Policy Review: BCD-06 CEO Compensation
- Policy Review: Bylaws
- Interpretations Review: EL-11 Entrepreneurial Activity
- Evidence Review: EL-01 Treatment of Learners
- Evidence Review: EL-02 Treatment of Staff
- Evidence Review: EL-10 Access to Education
- CEO Monitoring Compliance Schedule & Summary
- Board Survey Review: GP-11 Board Linkage with Ownership
- Board Survey Review: GP-14 Handling Operational Complaints
- Board Survey Review: GP-15 Handling Alleged Policy Violations
- Consideration of JPEC Board Member Nomination
- Distinguished Service Award Recipient Decision
- Crockett Award Recipient Decision
- Trustee Presenters for Consideration

Resource Impact:

None

Requested Board Action:

Review of currently anticipated topics.

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: January 8, 2024



TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

10.0 Self-Evaluation of Governance Process & Board Performance at this Meeting

10.1 Principles of Policy Governance

BOARD POLICY: GOVERNANCE PROCESS: GP-01 Governing Style

Description:

This time has been set aside for the Board, as part of our continuous improvement work in order, to assess the Board's work and commitment towards the Ten Policy Governance principles, as well as its governance practice.

The URL link below will provide an overview of the Policy Governance principles that you can use for determining the effectiveness and efficacy of the Board's work both in terms of this meeting and in general governance practice.

<https://governforimpact.org/resources/principles-of-policy-governance.html>

Resource Impact:

None

Requested Board Action:

Define particular areas for improvement in the governance process.

Action Taken:



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: January 8, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANES?

11.0 Meeting Content Review

BOARD POLICY: GOVERNANCE PROCESS: GP-01 Governing Style

Description:

This item on the agenda provides the Board the opportunity to give the Board Chairman and the President feedback on the quality of the content provided during this Board Meeting. We would appreciate receiving suggestions wherein you would like to see changes made to future Board Meetings.

Resource Impact:

None

Requested Board Action:

Consideration of areas for meeting content improvement

Action Taken:



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: January 8, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANES?</i>
12.0 Adjourn* <u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-13 Special Rules of Order
Description:
Board action is required to adjourn the meeting.
Resource Impact:
None
Requested Board Action:
Meeting Adjournment
Action Taken: