

6.2.3	<u>EL-04 Financial Conditions & Activities - Interpretations Assessment*</u>	42
6.2.4	<u>EL-08 Communication & Support to the Board - Interpretations Assessment*</u>	48
6.3	<u>Consideration of Expanding the Office Holder Account*</u>	55
7.	Consent / Required Approvals Agenda	56
7.1	<u>Consideration of Partners for Fish & Wildlife Program - Landowner Agreement</u>	56
8.	Monitoring CEO Performance	64
8.1	<u>EN-01 Board's ENDS (#5) – Evidence Review*</u>	64
8.2	<u>EL-01 Treatment of Learners - Evidence Review*</u>	69
8.3	<u>EL-02 Treatment of Staff - Evidence Review*</u>	80
8.4	<u>CEO Monitoring Compliance Schedule & Summary</u>	85
9.	Monitoring Board Performance	96
9.1	<u>BCD-01 Unity of Control - Board Survey Results</u>	96
9.2	<u>GP-05 Role of Vice Chair - Board Survey Results</u>	100
9.3	<u>GP-08 Board & Committee Expenses - Board Survey Results</u>	102
10.	Information Requested by the Board	104
10.1	<u>Investigation Recommendations Outline & Timeline</u>	104
10.2	<u>College Feature: PACE Survey Update/ Strategic Agenda</u>	113
10.3	<u>Next Board Meeting Topics - November 4, 2024</u>	114
11.	Self-Evaluation of Governance Process & Board Performance at this Meeting	115
11.1	<u>Principles of Policy Governance</u>	115
12.	<u>Meeting Content Review</u>	116
13.	<u>Adjourn*</u>	117

(*) Indicates a roll-call item



BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: October 14, 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?

6.0 Items for Decision

6.2 Executive Limitations

6.2.3 EL-04 Financial Conditions & Activities – Interpretations
Assessment*

BOARD POLICY: EXECUTIVE LIMITATIONS: EL-04 Financial Conditions &
Activities

Executive Summary:

Attached for their regular assessment are my interpretations for policy EL-04.

I am recommending changes to my interpretations since they were last reviewed by the Board. The enclosed version tracks the recommended changes.

I appreciate your consideration of my interpretations statement.

Resource Impact:

None

Requested Board Action:

Consideration of accepting or not accepting my interpretations for policy EL-04 Financial Conditions & Activities as demonstrating a reasonable interpretation of the policy.

Action Taken:



Jackson College Board of Trustees

Interpretations Assessment: EL – 04 Financial Conditions

Report Date: 10.14.24

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

POLICY STATEMENT:

With respect to financial conditions and activities, the Chief Executive Officer shall not cause or allow the development of fiscal jeopardy or actual expenditures that are not aligned with achievement of the Board's Ends.

~~I have interpreted "...financial conditions and activities that would cause the development of fiscal jeopardy..." in policy items 1, 1.1, 2, 3, 3.1, 4, 5, 6 and 7. Compliance with this opening statement will be demonstrated by the evidence collectively provided for the numbered policy statements, as well as the following:~~

~~Compliance with the policy statement means that the CEO will not allow expenditures not aligned with the achievement of the Board's Ends.~~

~~The primary means of achieving the Board's Ends (for students and community) are through; (a) the people who teach, provide student support services, ensure efficient administration, maintain facilities and grounds, keep the campus safe, and by those who manage housing. These people, and their associated work, constitute approximately 66% of the College's expenditures; and (b) practical, operational expenditures including process of creating instructional programs, providing for instructional and operational technology, as well as providing for materials, rent, utilities & insurance, transfers and~~

~~other related operating costs; which represents approximately 33% of the College's annual budget.~~

~~This interpretation is reasonable because the budget is prepared by the College administration and ultimately approved by the Board of Trustees which outlines the broad expenditure plan for the fiscal year in question and to which the Board can make comparisons to its own ENDS policies.~~

Further, without limiting the scope of the above policy statement by the following list, the Chief Executive Officer shall not:

- 1. Expend more funds than ~~have been~~ received in the ~~current~~ previous fiscal year unless the debt guideline below is met.**

INTERPRETATION:

I ~~have have~~ interpreted ~~ed~~ that compliance is demonstrated when a review of the College's ~~m~~ Monthly financial statements over a 12-month period (previous fiscal year) and the audited annually fiscal year audited financial statements do not indicate that annual expenses over the preceding fiscal year exceeded general fund income.

This interpretation is reasonable because monthly ~~audited~~ statements provide an early indication of clear view of expenditure patterns of the institution on a month-by-month basis ~~and ultimately conclude with the year-end budget which occurs on June 30th of each year~~ wherein the Board can compare revenues to expenditures directly. Furthermore, the ~~se~~ 12 monthly financial statements of July through June, when taken together, are eventually subject to audit by the Board's selected auditor for review and ultimate audit report of the fiscal year, which would ~~further~~ indicate if there was an excess of expenditures over revenues.

- 1.1. Incur debt in an amount greater than can be repaid by certain, otherwise unencumbered revenues, within the current fiscal year, or that can be repaid to accounts previously established by the Board for that purpose.**

INTERPRETATION:

I interpreted ~~ed that~~ compliance ~~will be is~~ demonstrated when the ~~annual~~ (previous fiscal year) debt service schedule of all annual obligations is not greater than that which can be repaid within the ate year. Further,

- ~~a.~~ No expenditures greater than \$100,000 are made that were not included in
 - a. the annual general fund budget, or in the annual five-year master plan.

This interpretation is reasonable because it establishes Board limits to the ~~President~~ CEO which may not be exceeded, and further the Board has the

opportunity to ensure compliance to that end through monitoring.

- b. Annual expenditures on debt service do not exceed the Board approved budget.

This interpretation is reasonable because the Board reviews the annual debt schedule as part of its annual budget approval process.

2. Use funds from restricted or designated accounts for purposes other than that for which the account was established.

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

- a) A review of the monthly financial statements, as well as ~~and~~ the annual ~~(previous fiscal year)~~ audited financial statements from the {previous fiscal year} confirm that the month end balance for the designated funds, which the ~~B~~board has set-aside for future operations, do not indicate allocations for purposes other than that which has been Board designated.
- b) An external review of restricted fund use is conducted and confirms use has been limited to intended use.

This interpretation is reasonable because the College's financial statements are the vehicle by which all financial transactions are summarized, within a reporting period, and such review is conducted by an external agency.

3. Allow the College's cash position in any month to be less than is needed to satisfy obligations in that month.

INTERPRETATION:

I have partially interpreted this policy in item #3.0 as compliance being demonstrated when, in addition to the evidence for 3.1, a review of the monthly financial statements for the monitoring period confirms that the cash position of the College is positive.

This interpretation is reasonable because the College's financial statements are the vehicle by which all financial transactions are summarized, within a reporting period.

3.1 Allow a combined operating fund balance reserves to be less than the fiscal year average of two months' operating expenses.

INTERPRETATION:

Compliance will be demonstrated when, in addition to the above, a review of the

College's monthly financial reports, for the monitoring period, confirm that an amount equal to, or greater than 2/12ths or 16.6% of average monthly expenses, is held in reserve.

This interpretation is reasonable because a Board review of monthly financial statements will demonstrate the College's current fund balances.

4. Allow the untimely payment of payroll and debts.

INTERPRETATION:

I interpret compliance will be demonstrated when:

- a) Employees are paid biweekly, which is consistent with payment schedule required by employment contract /labor agreement and appointment letters received by administrators, as well as the nonexistence of employee contract or grievances regarding lack of payroll payments.

This is reasonable because the College's payroll register is a principal vehicle to determine if employee compensation obligations are satisfied. Further, union contracts provide for grievance procedures to the College, should those represented by the union, go unpaid.

- b) Vendors are paid weekly consistent with vendor contracts and bond debt is paid semi-annually according to internal controls and processes reviewed by our external auditor. Additionally, the College has not received any complaints from vendors regarding the lack of payment for goods and services provided.

This interpretation is reasonable because the Board-selected auditor is an external, third-party review mechanism for determining if College obligations are satisfied.

5. Write off receivables without having first aggressively pursued payment after a reasonable grace period.

INTERPRETATION:

I have interpreted that compliance will be demonstrated when there is a process in place, which is annually reviewed by the Director of Business and Student Financial Services and CFO, which defines the College's process for receiving past due payments from students, which minimally includes in-house communication made to students who have an outstanding balance at the end of the semester allowing students to make payment arrangements or make payment in full up to 45 days. After 45 days, delinquent accounts are turned over to College-contracted collections.

This interpretation is reasonable because it aligns with industry best practices.

6. Allow tax payments or other government ordered payments or reports to be overdue or inaccurately filed.

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

- a) The year-end informational reports, required by the IRS, are submitted timely and with no penalties;
- b) Sales Use and Withholding Tax returns are submitted monthly by required deadline;
- c) Quarterly 941 Reports have been submitted to the IRS; and
- d) Payroll withholding taxes are submitted on a biweekly basis that aligns with the payroll schedule.

This interpretation is reasonable because it addresses all required federal and state reporting requirements, timelines, and provides for verification of submissions. Failure to achieve the aforementioned steps would prompt a letter of concern to the College by the respective authority.

7. Acquire, encumber or dispose of land or buildings.

INTERPRETATION:

I have interpreted that compliance will be demonstrated when the College's Chief Financial Officer ~~or Director of Finance~~ confirms that there has been no acquisition, encumbrance, or disposal of land or buildings outside of the Board-approved five-year master plan. Furthermore, unauthorized additional or sold building and lands do not appear on the College's external audit, nor are there changes in the College's insurance coverage register.

This is reasonable because it provides validation of compliance by the Chief Financial Officer ~~or Director of Finance~~, assuring that no such transactions have occurred. Additionally, the external audit and the College's insurance register are the externally generated documents that provide validation to any building and land transactions.



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: October 14, 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?

6.0 Items for Decision

6.2 Executive Limitations

6.2.4 EL-08 Communication & Support to the Board – Interpretations
 Assessment*

BOARD POLICY: EXECUTIVE LIMITATIONS: EL-08 Communication &
 Support to the Board

Executive Summary:

Attached for their regular assessment are my interpretations for policy EL-08.

I am recommending changes to my interpretations since they were last reviewed by the Board. The enclosed version tracks the recommended changes.

I appreciate your consideration of my interpretations statement.

Resource Impact:

None

Requested Board Action:

Consideration of accepting or not accepting my interpretations for policy EL-08 Communication & Support to the Board as demonstrating a reasonable interpretation of the policy.

Action Taken:



Jackson College Board of Trustees

Interpretations Assessment: EL – 08 Communication & Support to the Board

Report Date: 10.14.24

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

POLICY STATEMENT:

The CEO shall not permit the Board to be uninformed or unsupported in its work.

INTERPRETATION:

~~I declare full compliance with this policy statement unless specified within the following report.~~

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

- 1. Withhold, impede, or confound information relevant to the Board's informed accomplishment of its job.**

INTERPRETATION:

~~I have interpreted that compliance will be demonstrated when there has been + have interpreted that compliance with this statement to mean that there shall be no withholding of information, or impeding the flow of information, to the Board, nor shall there or providing any needless be any confounding complexity of information needed by the Board for its optimal functioning and decision-making purposes.~~

This interpretation is reasonable because it directly contributes to Board holism, a core principle of Policy Governance.

1.1 Allow the Board to be without timely decision information to support informed Board choices.

INTERPRETATION:

I have interpreted that compliance with this statement will be demonstrated when:

- a) The annual budget includes allocations for the Boards expenses which are allocated as follows: Audit, Legal, Subscriptions, Professional Development, Telephones and Meeting Expenses.

- b) The Board ~~will be~~ made aware if there are over expenditures in their overall annual governance budget.
- c) The Board is provided with relevant context, as well as full disclosure as to the strengths and weaknesses of the item before the Board for their deliberation (e.g., relevant environmental scanning, risk assessment, etc.) when being asked to make decisions.
- d) The Board is provided with regular communications from the CEO regarding major events; legal; federal, state, and local political considerations; concerns or threats to the College's reputation; fiscal solvency; and general operations.

This interpretation is reasonable because it provides a broad cross section for significant aspects of the College's functioning and the broad operations of the institution that the Board should be aware of for deliberations and general knowledge.

1.2 Neglect to submit timely monitoring data including interpretations of Board policies that provide the observable metrics or conditions that would demonstrate compliance, rationale for why the interpretations are reasonable and evidence of compliance.

INTERPRETATION:

I have interpreted that compliance with this statement will be demonstrated when:

- a) ~~M~~When monitoring reports are submitted to the Board as scheduled.
- b) ~~T~~When the Board, in assessing the monitoring reports, concludes that each has sufficient evidence of reasonable interpretation, as well as documented metrics that allow for a determination of compliance.

This interpretation is reasonable because the monitoring report is ~~a formative~~ the basis for measuring outcomes, assuring the achievement of Board specified ENDS, and Executive Limitations, which concurrently indicate the evaluation of the CEO and institution.

1.3 Let the Board be unaware of any actual or anticipated non-compliance with any ENDS or Executive Limitations policy, regardless of the Board's monitoring schedule.

INTERPRETATION:

I have interpreted that compliance with this statement will be demonstrated when: The Chief Executive Officer has informed the Board when there is anticipated, and/or actual non-compliance of any EL or ENDS policy, and that such communication has been documented. Additionally, such non-compliance would also appear on the Board's compliance monitoring schedule which is

reviewed by the Board on a monthly basis.

This interpretation is reasonable because each month the Board receives timely, scheduled communication of the status for all monitoring reports.

1.4. Let the Board be unaware of any incidental information it requires, including:

- Anticipated media coverage;
- Actual or anticipated legal actions;
- Material or publicly visible internal changes or events, including changes in ~~executive personnel~~Leadership Council and Academic Council leadership;
- Anticipated noncompliance with federal law, state law or local;
- Quarterly financial statement;
- Annual year-end financial report;
- ~~Names and titles of two executive administration members familiar with Board and presidential matters and processes;~~
- At least every quarter a presentation from a designated area;
- On a timely basis, an overview of new project or initiatives; and
- Relevant trends and significant external changes.

INTERPRETATION:

I have interpreted that compliance of this statement will be demonstrated when:

- a) The Chief Executive Officer regularly provides ~~Trustee Briefings~~regular reports to the Board that include the above-mentioned items, including relevant trends and significant external changes, as needed. Further, additional email communications, and/or phone calls are deployed when necessary to inform Trustees of any urgent matters; Further, the College's Marketing Department provides ~~a Media Packet to media updates to~~ Trustees outlining media coverage and promotional communications to the media; and lastly that the CEO provides immediate communications to Trustees on urgent matters;
- b) Monthly financial statements, year-end financials, and annual audit reports are available and accessible online;
- c) Quarterly financial statements, including the annual audit report, are presented to the Board, as Monitoring Reports, by the Chief Executive Officer;
- d) The Board agendas, on a ~~quarterly~~monthly basis, include presentations on featured areas of the College; and
- e) ~~Each month~~As requested, the Board receives a legal update from the Board's attorney.

This interpretation is reasonable because it provides a continuous, documented, and circumstantially immediate flow of information to the Board directly from the CEO, with largely the bulk of the aforementioned items as part of the Board's Agenda and meeting calendar.

- 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.**

INTERPRETATION:

I have interpreted that compliance of this statement will be demonstrated when:

- a) The Board is notified electronically or verbally at a meeting (and recorded in minutes) that they are out of compliance with established Board policy(ies) ~~in the moment, or~~ via a regular Board meeting agenda item of "Self-Evaluation of Governance Process & Board Performance at this Meeting", or no later than the regular meeting of the Board immediately following the meeting at which the non-compliance occurred.
- b) During the ~~Summer Board Retreat~~Fall Planning Session, time is provided to discuss Board/Chief Executive Officer's innerworkings, Policy Governance practice, and policy compliance.

This interpretation is reasonable because it provides both instantaneous and regularly scheduled opportunities for monitoring compliance by the Board.

- 1.6. Present information in unnecessarily complex or lengthy form, or in a form that does not clearly differentiate among monitoring, decision preparation, and general incidental or other information.**

INTERPRETATION:

I have interpreted that compliance with this statement will be demonstrated when:

- a) Unless otherwise requested, the Board meeting pack content is clear and labeled appropriately so Trustees know what items are for decision making or informational only. Further, each item shall include a coversheet that outlines the issue before the Board and what is being asked of them regarding the item, and at a content length that is reasonably succinct. Finally, time is afforded members to be able to ask questions about the material provided.
- b) Each Board agenda includes an item regarding the quality and relevance of information presented.

This interpretation is reasonable because it presents information in a timely and specific manner as it pertains to the Board's work. Further, the Board has, at its disposal, an evaluation on the agenda, and at the conclusion of each board meeting, where Trustees can give direction to the CEO as to additional modifications they would like to see in the

board meeting items on a going- forward basis.

2. Allow the Board to be without reasonable administrative support for Board activities.

INTERPRETATION:

I have interpreted that compliance with this statement will be demonstrated when, ~~in addition to evidence to 2.1 and 2.2:~~

- a) The Chief Executive Officer ~~is designated to~~ has provided d administrative support to the Board for all reasonably requested items, including but not limited to, Board meeting preparation, taking of meeting minutes, policy storage, and professional development arrangements.

This interpretation is reasonable because it facilitates undivided administrative support for Board activities, by providing a clear communication and support linkage to assist with the Board's needs, through the President's Chief of Staff.

2.1. Allow the Board to be without a workable, user-friendly mechanism for official Board, officer or Board committee communications.

INTERPRETATION:

I have interpreted that compliance with this statement will be demonstrated when:

- a) Board members are provided with a college-owned device for board meetings and communications.
- b) Board members have access to a dedicated software board management system to access their board meeting packs and other resources (e.g., Diligent Board Books).

This interpretation is reasonable because it provides state of the market current and efficient technological means by which the Board can accomplish its work remotely or on campus.

3. Impede the Board's holism, misrepresent its processes and role, or impede its lawful obligations.

INTERPRETATION:

I have interpreted that compliance with this statement will be demonstrated when:

- a) The Chief Executive Officer does not interfere with the Board's "one voice", its Policy Governance processes, or it's legal, fiduciary, and ownership linkage responsibilities.

This interpretation is reasonable because it specifically prohibits CEO action that would compromise the Board's role and responsibilities. Further, current Board policy provides the means by which to instruct the CEO when the CEO exceeds their authority under Policy Governance principles and policies.

3.1. Deal with the Board in a way that favors or privileges certain Board members over others, except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the Board.

INTERPRETATION:

I have interpreted that compliance with this statement will be demonstrated when:

- a) The Chief Executive Officer reports that he/she has not favored any trustee over another.
- b) The Board Chairperson confirms that they have not received any notice from Board members as to their belief that one or more members are favored over others.

This interpretation is reasonable because the Chief Governance Officer and all Trustees are provided with the opportunity to confirm the absence or presence of Board Member favoritism.

3.2. Neglect to supply for the Required Approvals agenda all items delegated to the CEO, yet required by law, regulation or contract to be Board-approved, along with the applicable monitoring information.

INTERPRETATION:

I have interpreted that compliance with this statement will be demonstrated when:

- a) Items for required approval from the Board Planning Cycle and Agenda policy appear as a standing meeting agenda item.

This interpretation is reasonable because it consistently offers the Board and CEO the Board agenda-based opportunity to collaborate efficiently regarding required Board approvals.



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: October 14, 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?

6.0 Items for Decision

6.3 Consideration of Expanding the Office Holder Account*

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

Executive Summary:

Following the direction of the Chairman, I have placed this item on the agenda for the Board's consideration of expanding upon the allocation of funding support to my Office Holder Account. I make the request based upon the increasing request I am receiving, rising expectations for support, as well as providing an increased ability to engage with those in public service, or seeking public service.

Resource Impact:

None

Requested Board Action:

Consideration of improving the allocation to the Office Holder Account.

Action Taken:

<p align="center">BOARD OF TRUSTEES MEETING Action & Information Report Board Meeting Date: October 14, 2024</p>
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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>	
7.0	Consent / Required Approval Agenda
7.1	Consideration of Partners for Fish & Wildlife Program – Landowner Agreement*
	<u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS – EL-12 Land Use
Description:	
<p>Please consider the enclosed agreement between Jackson College, The Dahlem Conservancy and the U.S. Fish and Wildlife Services to restore habitat for the benefit of Federal trust species on private lands and support priority actions identified in the Regional Partners for Fish and Wildlife Program Strategic Plan.</p> <p>Please note that this is a 10-year commitment.</p>	
Resource Impact:	
None	
Requested Board Action:	
Approve the agreement between Jackson College, The Dahlem Conservancy and the U.S. Fish and Wildlife Services.	
Action Taken:	

Landowner Agreement No: ER-25-JACK-DAH-U

DU Funding Sources:

PARTNERS FOR FISH AND WILDLIFE PROGRAM LANDOWNER AGREEMENT

This Landowner Agreement (Agreement), dated **August 13th, 2024**, between **Jackson College, The Dahlem Conservancy**, and the U.S. Fish and Wildlife Service (USFWS) is entered into pursuant to authority contained in the Partners for Fish and Wildlife Act (P.L. 109-294), the Fish and Wildlife Coordination Act (16 U.S.C. 661 et seq.) and the Fish and Wildlife Act of 1956 (16 U.S.C. 742a-j), as amended. This project was selected for funding because the Landowner(s) share(s) a common objective with the USFWS to restore habitat for the benefit of Federal trust species on private lands, and the project supports priority actions identified in the Regional Partners for Fish and Wildlife (Partners) Program Strategic Plan.

The Dahlem Conservancy, 7117 South Jackson Rd, Jackson, Michigan 49201, hereby agrees to participate with the USFWS in conducting certain wildlife management practices on lands owned or managed in **Summit Township, Jackson County**, in the State of **Michigan**, described as follows: all of, or within, **Township 3 South, Range 1 West, Sections 33, 34**.

In signing this Agreement, the Landowner(s) join(s) as a participant in a wildlife habitat improvement program and grants to the USFWS authority to complete the habitat improvement project or the Landowner(s) may personally carry out management activities with financial or material support as described in attached Exhibits. Any donation of supplies or equipment to the Landowner for carrying out the habitat improvements is included in Exhibits. The activities conducted pursuant to this Agreement are not to replace, supplement or otherwise contribute to any mitigation or compensation that may be required of the Landowner(s) or other parties as a result of any mandated requirements.

The term of this Agreement (also referred to as the habitat retention period) will be completed on **8/13/2034**. This Agreement may be modified at any time by mutual written consent of the parties. It may be terminated by either party upon 30 days advance written notice to the other party(ies). However, if the Landowner(s) terminate(s) the Agreement before its expiration, or if the Landowner(s) should materially default on these commitments, then the Landowner(s) agree(s) to reimburse the USFWS prior to final termination for the prorated costs of all habitat improvements placed on the land through this Agreement. For these purposes, the total cost of the habitat improvements to the United States is agreed to be **\$8,750.00**.

Landowner:

The Landowner(s) or his/her land manager, with legal authority over land management decisions, guarantee(s) ownership of the above-described land and warrants that there are no outstanding rights that interfere with this Landowner Agreement.

The Landowner(s) agree(s) to allow access (with advance notice) to the USFWS and the other cooperating partners to implement the project described in the work plan, and to monitor project success.

The Landowner(s) retain(s) all rights to control trespass and retains all responsibility for taxes, assessments, and damage claims.

At the end of the habitat retention period, the habitat improvement project will become the sole property and complete responsibility of the Landowner(s). There shall be no obligation to the USFWS after the term of the Agreement has expired.

The Landowner(s) agree(s) to allow the USFWS to serve as his "agent" to secure the State of Michigan wetland permit, all other necessary permits the Landowner(s) are responsible to obtain. Technical advice and support will be provided by participating agencies in the application for the permit(s). The Landowner(s) agree(s) to identify USFWS' contribution to the project during public presentations, reports, or other information published about the project, as appropriate.

The Landowner(s) will be free to remove any structure at his/her own expense at the termination of the Agreement; however, the Agreement does not supersede any Local, State, or Federal regulation that would apply to the removal of any such structure(s).

The Landowner(s) will not be responsible for replacing wildlife habitat improvements that are damaged or destroyed by severe acts of nature.

USFWS:

The USFWS will work with the Landowner(s) and any other cooperators signing this Agreement, throughout the entire Agreement term to support actions needed to ensure that the project is designed and constructed per the Agreement and functions as intended.

The USFWS, its agents, or assignees will provide advanced notice prior to accessing the Landowner(s) property to implement the project described in the work plan, and to monitor project success.

The USFWS assumes no liability for damage or injury other than that caused by its own negligence, on the above acreage. The USFWS does not assume jurisdiction over the premises by this Agreement.

Spatial Information Sharing: In accordance with the Privacy Act of 1974, permission must be obtained from the Landowner before any personal information can be released. The only information that can be shared is payment information that is authorized by law. Therefore, Landowner consent is requested to allow for sharing of spatial information about this project solely with conservation cooperators providing technical or financial assistance with the restoration, enhancement or management of fish and wildlife habitat.

☐ I, the Landowner, consent to having spatial information about this project shared with other conservation cooperators.

☐ I, the Landowner, do NOT wish to have any spatial information about this project shared with other conservation cooperators

Signatures:


Hannah Schauer, Executive Director, The Dahlem Conservancy

9/16/24
Date

Daniel Phelan, President, Jackson College (Landowner)

Date

Erica Roberts, USFWS PFW Biologist

Date

Jim Hazelman, USFWS Partners Program State Coordinator

Date

EXHIBIT A

The habitat improvements described below are agreed to by The Dahlem Conservancy and the USFWS in a Landowner Agreement dated 8/13/2024.

Project Manager Information:

Name: The Dahlem Conservancy, Hannah Schauer

Address: 7117 South Jackson Rd

City: Jackson State: Michigan Zip code: 49201

Telephone Number(s): 517-782-3453

Email: hschauer@dahlemcenter.org

Project Location:

County: Jackson Township Name: Summit Township: 3S, Range: 3W, Section(s): 33, 34 State: MI

NWSG 1- Latitude: 42.16198 Longitude: -84.4198

Wetland acres: , NWSG acres: 25, CSG acres: , other habitat acres/units (describe):

Description of Habitat Improvement Project and Objectives (see attached maps and drawings):

This project was funded through the U.S. Fish and Wildlife Service, Partners for Fish and Wildlife Program, and the Great Lakes Restoration Initiative (GLRI). The role of the Service is to provide financial assistance and to provide technical assistance to design and implement projects through the Partners for Fish and Wildlife Program. Specifically, the PFW Biologist provided cost share and technical assistance to design and oversee restoration of 25 acres of native grass and pollinator habitat in Jackson County, Michigan owned by Jackson College and managed by The Dahlem Conservancy. The project will improve grassland habitat for migratory birds, butterflies, and other pollinators. This project contributes toward achieving our goals in the Glacial Wetlands and Grasslands Focus Area and the Western Lake Erie Watershed.

Native Grass and Wildflower Establishment:

To increase the habitat value of the property 25 acres will be converted from agricultural land to native warm season grass and wildflowers to provide nesting habitat for migratory songbirds, monarch butterflies, and other pollinators. The Dahlem Conservancy will have the site disked and mowed, and the USFWS will contract the site prep to include 1 glyphosate application prior to planting in 2025. The field will then be planted to a mixture of Big Bluestem, Indian grass, little bluestem and side oats grama at 1.5 lbs. (PLS) per acre and wildflowers at 3.0 lbs./acre. The U.S. Fish and Wildlife Service will purchase the native grass and wildflower seed and will contract the planting of the field by July of 2025. The landowner will be responsible for mowing the planted field once in 2025 after August 15th to control unwanted weeds and allow the native grass and forbs a better opportunity to become established on the project sites.

The USFWS will provide management advice to the Landowner during the life of the contract. Contact USFWS representative listed on the Landowner Agreement if you have any questions.

USFWS will:

1. Review, design and oversee completion of the project as described above and in attached documents.
2. Obtain contractor to conduct glyphosate application prior to planting.
3. Obtain contractor to conduct planting of the 25 acre field to native warm season grasses and native forbs.
4. Provide 25 acres of native grass and wildflower seed for planting of the site in June 2025.
5. Upon completion of each portion of the project, conduct a final inspection with the landowner and contractors and review maintenance and management requirements with the Landowner. The USFWS can provide management advice to the Landowner(s) during the life of the contract.

The Landowner will:

1. Disk 25 acres of field to smooth the ground after corn is harvested.
2. Mow 25 acres of field if needed prior to glyphosate application.
3. Mow 25 acres of field in August of 2025, after planting of the native grass and wildflowers per the recommendation from the USFWS.
4. Maintain grasslands for the length of the contract (10 years).
5. Assume all responsibility for all maintenance activities (mowing, brush control, and exotic/invasive species control) associated with the grassland project.
6. Contact the Service representative listed on the Habitat Development Agreement if you have any questions on habitat management. The Service can provide management advice to the landowner during the life of the contract.

Budget Table:

Object Class Categories^a	Landowner Share of Project	Ducks Unlimited Share of Project*	USFWS Share of Project*	Total Est. Project Cost
Supplies				
Seed	\$0.00	\$0.00	\$5,000.00	\$5,000.00
Contractual				
Spray	\$0.00	\$0.00	\$2,000.00	\$2,000.00
Planting	\$0.00	\$0.00	\$1,750.00	\$1,750.00
In-Kind				
Disking	\$1,250.00	\$0.00	\$0.00	\$1,250.00
Mowing (x2)	\$1,250.00	\$0.00	\$0.00	\$1,250.00
Total Cost	\$2,500.00	\$0.00	\$8,750.00	\$11,250.00

^a The total cost-share by the Cooperator, USFWS and Landowner must remain the same; however allocations by category may be redistributed upon prior approval by the USFWS.

*Funding for the USFWS share of the project came from GLRI-24 Pollinator \$5,000.00, GLRI-24 PFW \$3,750.00.

Any work to be completed may be modified with the mutual agreement of the aforementioned parties. If there are any questions regarding the Partners for Wildlife Landowner Agreement or Exhibits, please contact the:

U.S. Fish and Wildlife Service

Name: Erica Roberts

Station: Michigan Private Lands Office

Address: 2651 Coolidge Road, Suite 101, East Lansing, MI 48823

Phone: (517) 242-9446

E-mail: erica_roberts@fws.gov



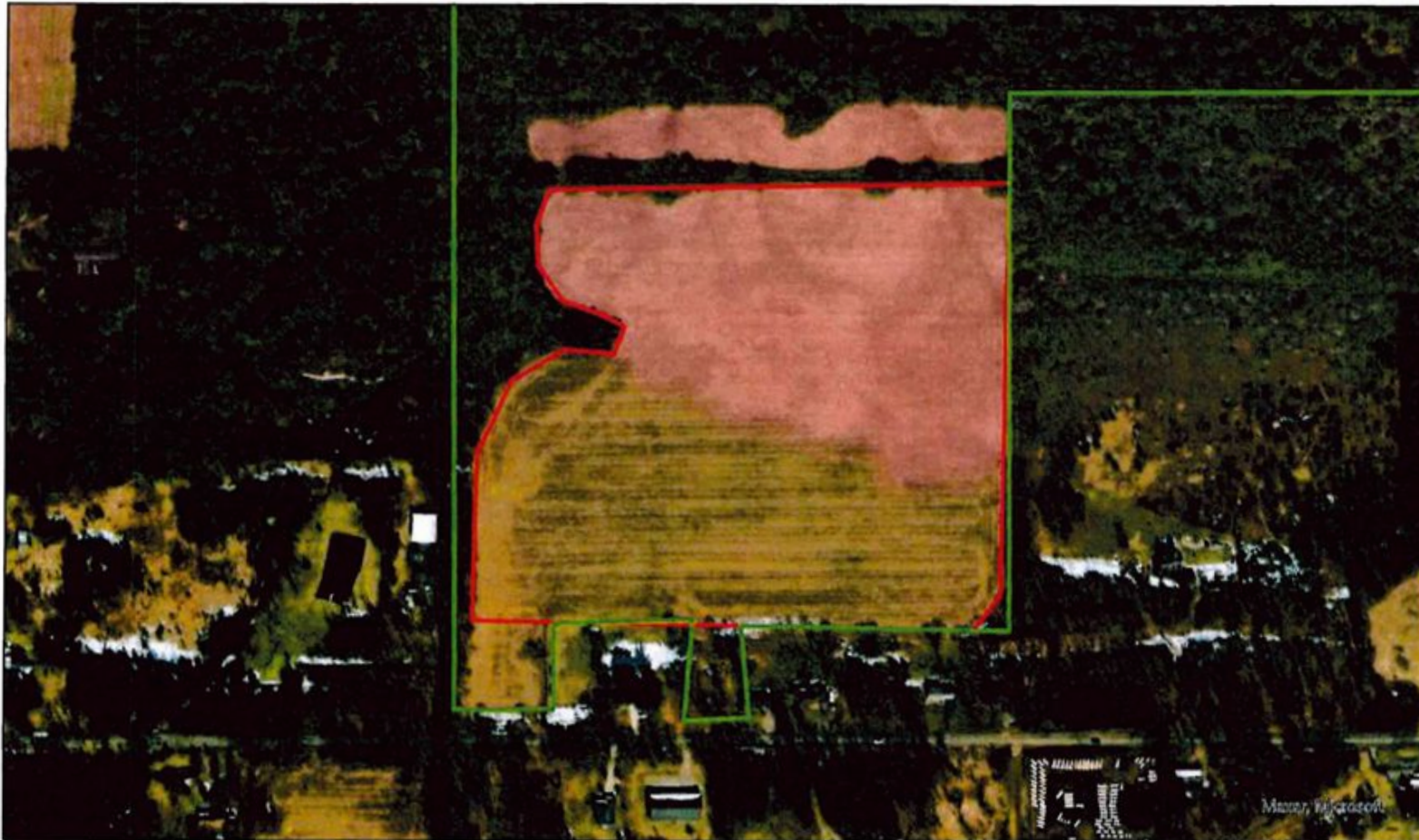
U.S. Fish & Wildlife Service

Michigan Private Lands Office
Partners for Fish and Wildlife Program



Jackson Co
Summit Twp
T3S R1W S33, 34

The Dahlem Conservancy Prairie Planting 2025



Property boundary



NWSG and Forbs

0 180 360 720 Feet



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: October 14, 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?

8.0 Monitoring CEO Performance

8.1 EN-01 Board's ENDS (#5) – Evidence Review*

BOARD POLICY: ENDS: EN-01 Board's ENDS (#5)

Description:

Enclosed for your review is the evidence (i.e., Monitoring Report) for EN-01 Board's ENDS (#5).

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.

Thank you for your consideration of this monitoring report.

Resource Impact:

None

Requested Board Action:

Board assessment of the report for Policy EN-01 Board's ENDS (#5) for evidence of full compliance with a reasonable interpretation of the policy.

Action Taken:



Jackson College Board of Trustees

Monitoring Report: EN – 01 Board's ENDS (#5)

[FULL COMPLIANCE]

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 ENDS Policy EN-01: "Board's ENDS (#5)". 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. Please note that all of my interpretations of the policy remain unchanged from the previous report, unless otherwise noted.

10.14.24

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

Date

5. Jackson County residents have accessible resources to improve their quality of life.

5.1. Lifelong learning opportunities are available to residents.

INTERPRETATION:

I have interpreted that the achievement of this ENDS statement will be demonstrated when:

- a) Residents of Jackson, Lenawee, Hillsdale, and surrounding communities have non-credit and credit opportunities that support learners beyond the traditional college-going learner years;
- b) Non-credit courses are set at a lower cost to encourage lifelong learning among residents who might not otherwise take courses; and
- c) Residents have access to the College library.

This is reasonable because making available lifelong credit and non-credit learning opportunities that extend beyond service to 18-24-year-old learners, ensures that residents remain competitive in the job market, as well as add to their individual quality of life, and the quality of life to the region.

EVIDENCE:

- a.) On 09.08.24, the Dean of Workforce, Technical, and Professional Education confirmed the following via a review of the Department of Corporate and Continuing Education (CCE) catalog: In the last 12 months, a wide selection of non-credit lifelong learning, occupational, and continuing education courses for personal enrichment and general workforce interest were available to the community that ranged from robotics to patient care technician.
- b.) On 09.08.24, the Dean of Workforce, Technical, and Professional Education confirmed that in September 2024, CCE reaffirmed its commitment to accessibility and skill development by offering non-credit discounted rates for reserved seats in select credit courses. This initiative supports individuals seeking to explore credit-bearing programs, advance their professional skills, or employers aiming to train a small cohort of employees in specialized areas.

In furthering its focus on academic innovation, CCE developed Jetway, a new catalog of faculty-created courses designed to serve both personal enrichment needs and pathways to credit for prior learning. This initiative bridges the gap between non-credit and credit opportunities, empowering students to build their academic portfolio while gaining practical, real-world skills.

CCE also expanded community engagement and collaboration with numerous partners including the Jackson YMCA, Advanced Turning, and Kapnick Insurance Group in providing additional community learning opportunities for personal growth, and skill development. The College's CCE department has continued to demonstrate its commitment to fostering strong community and employer partnerships through initiatives such as Employer Spotlights and on-campus events to further promote open dialogue on employment, internship, and career opportunities, reinforcing the College's role as a critical link between local employers and the emerging workforce.

- c.) On 10.07.24, the Library Director confirmed that all learners and community members alike, are welcome to use the library spaces, check out items, and access the library's digital resources. The Draper Information Commons (i.e., college library) continues to be a site in the Jackson County Library Network, further supporting the citizens of the entire county.

5.2. Residents have resources for social, cultural, arts and wellness experiences.

INTERPRETATION:

Achievement of this ENDS statement will be demonstrated when:

- a) The College offers cultural and arts programming at the Potter Center for Performing Arts building which is accessible to community residents;
- b) Residents can enroll in non-credit courses for arts and wellness;
- c) There is access to the gym and the Jets Air Station through enrollment in

non-credit courses for arts and wellness as well as fitness-related courses, (e.g., walking).

This is reasonable because it utilizes the resources of the College to make a range of experiences available to the community.

EVIDENCE:

Review of the website on 09.20.24 by the Chief Student Services Officer confirms that all of (a), (b), and (c) were offered to the College community. The Potter Center in particular continues to serve as a recognized provider of a wide variety of entertainment events. Relatedly, the College launched its own theater arts program. On 9.30.24, the Acting Chief Diversity Officer confirmed that more than two dozen multicultural events were held on campus that were open to the public. Also of particular note was the World Inclusion Day, held on the Central Campus on 10.10.24.

5.3. The region has accessible resources that support civic engagement, community health and well-being, and reduced crime.

INTERPRETATION:

I have interpreted this policy statement to mean that the College must provide a service beyond that of higher education to the broader region, but that it should fully embrace the use of community service to the area through staff volunteerism, contributions, partnerships, and quality of life programming.

This is reasonable because it demonstrates multiple means by which College services contribute to this ENDS.

EVIDENCE:

- a) Below was verified by the Chief Student Services Officer via a review of the College website offerings on 09.20.24.

Jackson College continues in its partnership with Henry Ford Jackson Hospital (HFJH) to offer learners medical care evaluation and treatment through the Central Campus-based clinic. A licensed nurse practitioner, together with a Medical Office Assistant are available for learners and employee patient visits, diagnosis and assessment, prescribing medications, or referrals. Visits to the JC Health Clinic are available for acute care for current Jackson College learners.

Jackson College also continues its collaboration with Family Services and Children's Aid to provide mental health assistance for learners and employees. Support is available from the Oasis Center staff to provide short-term assistance and where ongoing support was required, the Oasis Center staff confirmed on 09.20.24 that it is possible to provide the level of required support or assist the individual in securing support through an outside agency.

Community members, as well as Jackson College students and employees, are able to utilize Jackson College's Dental Hygiene Clinic, which offers dental hygiene services while helping learners gain experience. The clinic allows dental hygiene learners to complete the practice hours required as part of their studies. Learners work under the direct supervision of licensed dental hygiene instructors and dentists in the community as they offer a variety of preventive services.

Jackson College also provides the Corrections Education Program (CEP) in partnership with the Michigan Department of Corrections. Jackson College is approved by the Higher Learning Commission to offer educational programming inside the correctional facilities and allow eligible learners to use Federal Financial Aid towards the cost of the tuition. Jackson College has partnered with 7 different institutions within the state of Michigan. As the largest provider of corrections education in the State of Michigan, Jackson College has 620 learners currently enrolled through CEP with enrollment growth expected to clear 800 in the next year.

- b) A Review of CEP records on 09.19.24 by the Chief Student Services Officer confirmed that corrections programing includes Associate of Arts, Associate of General Studies, Associate of Science degree, Associate of Applied Science degree, as well as an Associate of Applied Science in Business Administration, Public Administration, or a Business Management Certificate.
- c) Review of CEP records on 09.19.24 by the Chief Student Services Officer confirmed that all enrolled learners were assigned a Corrections Education Program Specialist and had access to support available to other learners.



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: October 14, 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?

8.0 Monitoring CEO Performance

8.2 EL-01 Treatment of Learners – Evidence Review*

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

Description:

Enclosed for your review is the evidence (i.e., Monitoring Report) for EL-01 Treatment of Learners.

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.

Thank you for your consideration of this monitoring report.

Resource Impact:

None

Requested Board Action:

Board assessment of the report for Policy EL-01 Treatment of Learners for evidence of full compliance with a reasonable interpretation of the policy.

Action Taken:



Jackson College Board of Trustees

Monitoring Report: EL – 01 Treatment of Learners

[FULL COMPLIANCE]

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 Policy EL-01: "Treatment of Learners". 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. Please note that all of my interpretations of the policy remain unchanged from the previous report, unless otherwise noted.

10.14.24

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

Date

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.

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 and practices 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.

EVIDENCE:

- a) The Operations Coordinator confirmed on 10.02.24 that the following policies are accessible online and have been reviewed in the last two years:
 - i. [Tobacco Free Environment 1715](#) - last approved on 06.25.24.
 - ii. [Threats and Violence 2609](#) – last approved on 06.25.24
 - iii. [Student Rights, Responsibilities and Code of Conduct 2701](#) – last approved on 02.07.24.
- b) The Chief Facilities and Logistics Officer confirmed on 10.02.24 that the [Safety Data Sheets](#) are current for all cleaning chemicals on Central Campus and accessible on the Jackson College website.
- c) The Chief Facilities and Logistics Officer confirmed on 10.02.24 that the operational plans are current to take care of snow and ice removal. This is an internal operational plan that is not posted online.
- d) The Operations Coordinator confirmed on 10.02.24 that the [emergency reference guide](#) is available online.
- e) The Operations Coordinator confirmed on 10.02.24 that the [Drug and Alcohol Abuse and Prevention Program \(DAAPP\)](#) is accessible online. The document was updated on August 31, 2024.
- f) The Operations Coordinator confirmed on 10.02.24 that the 2024 [Campus Crime and Fire Report](#) is available online and contains statistics for 2021 to 2023.

- g) The Chief Operations Officer confirmed on 10.02.24 that a pandemic plan is in place and can be reinstated in the event of an emergency.
- h) The Operations Coordinator confirmed on 10.02.24 that the College uses the Nixle alert system which students and employees can sign up for [online](#). Information on Nixle signup is provided during the mandatory new employee orientation, with additional reminders provided throughout the year. Communication regarding emergencies is also sent via email. Additionally, the College is launching a new notification service, LiveSafe, in October 2024 as our primary system for distributing emergency notifications.
- i) The Chief Facilities and Logistics Officer confirmed on 10.02.24 that inspections are up to date. Documentation of inspections for elevator and boiler inspections and the Fire Safety & Extinguisher inspection reports are current and are stored with the Chief Campus Operations Officer and/or his staff.
- j) The Chief Operating Officer confirmed on 10.02.24 that annual contracts are on file with the Chief Operating Officer that define provisions for the College's Oasis Center which provides mental health services to learners and employees, as well as for the College's Health Clinic, which provides medical care and evaluation to students and employees.

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.

EVIDENCE:

- a) The Chief Operating Officer confirmed on 10.02.24 that the [Sexual Harassment Policy 1717](#) was last reviewed on 2/9/24 and is accessible on the website.
- b) The Chief Operating Officer confirmed on 10.02.24 that as described within [policy 1717](#) the following reporting methods are available online for students and employees
 - i. An [incident reporting form](#) is available and located online.
 - ii. Information on how to submit an anonymous tip using an [online tip form](#) online or [via a text message](#) are available online.
- c) The CEO designated the Chief Operating Officer as the Title IX Coordinator. All related contact information is [readily available online](#). This was confirmed by the Operations Coordinator on 10.02.24.
- d) A clear [Title IX Investigation Process](#) is up to date and accessible online. This was verified by the Operations Coordinator on 10.02.24.
- e) The Chief Operations Officer confirmed on 10.02.24 that there have been no sexual discrimination and harassment investigations during this 12-month period (i.e., since the last report of 02.07.24).
- f) The Operations Coordinator confirmed on 10.02.24 that the Clery Act report which was filed on 9/25/24 included a report of all incidents reported and investigated in this monitoring period.
- g) On 10.03.24, the HR Director confirmed that all new Jackson College employees, including student employees, completed the Discrimination Awareness in the Workplace training prior to starting work. Adjuncts with Edustaff completed Sexual Harassment training through their provider. Trainings for all employees include Title IX, FERPA, Implicit Bias and Microaggression Awareness.
- h) The HR Director confirmed on 10.03.24 that 19 employees, who are new to the College during this monitoring period, signed off on a document stating “*I acknowledge that I have read and understand the Jackson College Administrative Policies and related materials which are available on the [JC Policy web page](#). I understand that I am required to abide by college policies as a condition of employment. I am also aware that new policies may be added and that existing policies may be revised, amended or deleted at the discretion of the College and that it is my responsibility to periodically review the manual and policies for updates.*” JC employees are also shown where the Employee Handbook is located and the content (including sexual harassment).

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 College ensures the curriculum is unbiased, inclusive, and creates a sense of belonging.
- c) The College works with focus groups of learners and staff, and 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.

EVIDENCE:

- a) On 10.02.24 the Chief of Staff confirmed that the College's Fall 2024 Convocation was dedicated to "Building a Culture of Inclusivity." As with all Convocations, offices are closed and attendance is required of all employees.
- b) On 10.04.24 the Acting Chief Academic Officer confirmed that the Course Review Process requires regular and intentional analysis of course content to be free of bias, represent diversity, and be free of any content that would be a barrier to a sense of belonging. This process is led through the IQC: Curriculum Committee and incorporates review and feedback from the IQC: Assessment Committee, IQC: Guided Pathways, and Inclusive Excellence Committee.
- c) On 09.30.24, the Chief Student Services Officer confirmed that focus groups are conducted by Institutional Research and Effectiveness (IRE) each month with a diverse range of student groups to hear their needs and experiences at the College. The Inclusive Excellence Office and Affinity Liaisons have also held many events throughout the year.

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.

EVIDENCE:

- a) On 09.30.24, the Chief Student Services Officer confirmed the [Access to Student Information Policy](#) is current and accessible online. This policy is currently under biennial review (last review was 10.04.22.), but no changes are anticipated.
- b) On 10.08.24, the Director of Compliance/Title IX Investigator confirmed that 94% of all employees completed the annual FERPA training via Vector Solutions for the current monitoring period, and new employees completed the FERPA training within their first week of employment.

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.

EVIDENCE:

- a) On 09.30.24, the Chief Student Services Officer confirmed that any requests being made are checked against [policy 2801 Access to Student Information policy](#).

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.

EVIDENCE:

- a) On 10.04.24, the Chief of Staff confirmed that the College's policy Information Security is available [online](#). This policy provides detailed procedures and processes that are meant to protect College data.

- b) On 10.04.24, the Chief of Staff confirmed that the annual external Technology Security audit was conducted in September of 2023 and the same is currently in progress for 2024.

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

INTERPRETATION

Compliance will be demonstrated when:

- a) The College accepts all applicants who accurately submit a completed application.
- b) The registration periods open on the same day for all students, without inequitable priority registration periods.
- c) There is an academic complaint process for incidents where learners feel they have been inequitably treated.
- d) 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.

EVIDENCE:

- a) On 09.30.24, the Chief Student Services Officer confirmed that an [Admission Policy](#) is in place and that the process is clearly outlined for students seeking admission to the College.
- b) On 10.03.24, the Chief Student Services Officer confirmed that when the registration period opens for enrollment in the upcoming terms, all students are allowed to register on opening day. Preferential treatment is not provided to students based on academic level (freshmen or sophomores), military status (veterans or active duty), nor dependent status (pregnant or parenting). All students can register immediately after the registration period goes live.
- c) On 09.30.24, the Chief Student Services Officer confirmed that an [Academic Complaint process](#) is in place and that the process is clearly outlined online for students.
- d) On 09.30.24, the Chief Student Services Officer confirmed with the Acting Chief Diversity Officer that the above-mentioned recognition methods are still active via the aforementioned Inclusive Excellence and Affinity Liaisons events held. Additional events are hosted by TRIO. See policy item 2 c) evidence.

5. Permit inequitable, inconsistent or untimely handling of learner complaints or appeals, or permit learners to be uninformed of the process for registering either.

INTERPRETATION

Compliance will be demonstrated when

- a) A process and timeline is prescribed for academic, non-academic and financial aid complaints.
- b) The College has a current Learner Appeals policy that is available on the College's webpage.

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

EVIDENCE:

- a) On 09.30.24, the Chief Student Services Officer confirmed that an [Academic Complaint process](#) is in place and that the process is clearly outlined online for students.
- b) On 09.30.24, the Chief Student Services Officer confirmed that the [Student Appeals policy](#) is online. This policy is current and appropriate as it was last reviewed on 07.10.24.

5.1 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.

EVIDENCE:

- a) On 10.03.24, the Chief Student Services Officer confirmed that [Policy 2612 Free Speech, Expressive Activities & Demonstrations](#) is current and accessible online. This policy was last reviewed on 08.07.24.

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 the 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.

EVIDENCE:

- a) On 09.30.24, the Chief Student Services Officer confirmed that Policy 2701 Student Rights, Responsibilities and Code of Conduct is available on the [website](#), is current and has been reviewed within two years.
- b) On 09.30.24, the Chief Student Services Officer confirmed that each semester, all students receive a link to the Student Rights, Responsibilities and Code of Conduct Policy via their Jackson College email address.

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.

EVIDENCE:

- a) On 09.30.24, the Chief Student Services Officer confirmed that a process is in place to ensure communication to students about the expectations and contingencies of a non-traditional program, which may include programs/services which are grant- funded, experimental, or otherwise temporary in nature or length. This process includes signed acknowledgement of understanding.

7. 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.

EVIDENCE:

- a) On 10.02.24 the Operations Coordinator verified that the [Student Consumer Information](#) page is active and up to date.
- b) On 10.02.24 the Operations Coordinator verified that the [Transparency Reporting](#) page is active and up to date.
- c) On 10.02.24 the Operations Coordinator verified with the Director of Marketing that weekly announcements are sent to all enrolled students. Also verified is that the College has active social media accounts with Facebook, Twitter, YouTube and Instagram.



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: October 14, 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?

8.0 Monitoring CEO Performance

8.3 EL-02 Treatment of Staff – Evidence Review*

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

Description:

Enclosed for your review is the evidence (i.e., Monitoring Report) for EL-02 Treatment of Staff.

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.

Thank you for your consideration of this monitoring report.

Resource Impact:

None

Requested Board Action:

Board assessment of the report for Policy EL-02 Treatment of Staff for evidence of full compliance with a reasonable interpretation of the policy.

Action Taken:



Jackson College Board of Trustees

Monitoring Report: EL – 02 Treatment of Staff

[FULL COMPLIANCE]

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

I hereby present to the Jackson College Board of Trustees this monitoring report which addresses the Board's Executive Limitations Policy EL-02: "Treatment of Staff", according to the schedule previously defined and approved by the Board. I certify that the information contained herein is true and represents compliance, within a reasonable interpretation of the policy, which the Board has previously approved, unless specifically stated otherwise.

A handwritten signature in black ink, appearing to read 'Daniel J. Phelan', is written over a horizontal line.

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

10.14.24

Date

POLICY STATEMENT:

The CEO shall not cause or allow a workplace environment that is inequitable, disrespectful, unsafe, disorganized, or otherwise interferes with the 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, as well as the two union contracts and administrative manual, 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) Employee performance goals are assessed for clarity and measurability.
- 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.

EVIDENCE:

- a) On 09.16.24, the Human Resources Director verified that Human Resource policies and procedures, as well as the two union contracts and the administrative manual, clarify expectations and working conditions, and these documents are available to all employees on the Intranet.
- b) The Human Resources Director confirmed on 09.16.24 that there are clear processes for employees to present grievances and wrongful conditions, including harassment and bias that are codified in policy and union contracts.
- c) The Human Resources Director confirmed on 09.16.24 that when employee evaluations are submitted, goals are checked by staff for clarity, fairness and measurability.
- d) The Human Resources Director confirmed on 09.16.24 that the College continues to provide an accessible Incident Reporting Form and anonymous tip line for employees (i.e., 411). A [link](#) has been included on the Board of Trustee's webpage to submit an anonymous complaint to Board of Trustee's legal counsel.

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 were no grievances filed by either union for contract violations, regarding workplace conditions, that are deemed valid jointly by the Michigan Education Association (MEA) and Jackson

College, or as deemed valid by legal counsel.

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

EVIDENCE:

- a) The Human Resources Director confirmed on 09.16.24 that no grievances have been filed since the last monitoring report in February 2024. The College is in full compliance with this requirement.

3. Retaliate against any staff member for non-disruptive expressions of dissent as described within College policy.

INTERPRETATION

Compliance will be demonstrated when:

- a) There are no formal complaints filed with the Human Resources Office, the College Attorney, nor are there 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.

EVIDENCE:

- a) The Human Resources Director confirmed on 09.16.24 that no formal complaints related to retaliation of any staff member were filed with the Human Resources Office, or the College Attorney, nor were any tips entered on the anonymous tip line, that were deemed valid by legal counsel.

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.

EVIDENCE:

- a) The Director of Compliance/Title IX Investigator confirmed on 09.17.24 that College employees completed 779.5 hours of mandatory on-line professional development training during this reporting period.
- b) The Chief Operating Officer confirmed on 09.16.24, 1,040 hours of professional development related to equity and inclusion for 260 employees for Fall Convocation, for a total of 1,320 hours of professional development over this past reporting period. This number may change as the college completes the audit and year-end close.
- c) On 09.23.24, the CFO confirmed that the College invested \$317,100.05 in FY '24 in support of Trustee, faculty, and staff professional development.
- d) The Human Resources Director confirmed on 09.16.24 that a Leadership Academy was held from 07.09.24 – 08.15.24 with 14 successful participants. This Academy was open to all staff, faculty and administrative employees. Two groups presented to Leadership and two of the groups presented at the 24/Fall Convocation on their project. All four projects have either been implemented or are in the process of implementation.



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: October 14, 2024

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

Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i>
8.0 Monitoring CEO Performance 8.4 CEO Monitoring Compliance Schedule & Summary <u>BOARD POLICY:</u> BOARD-CEO DELEGATION: BCD-04 Monitoring CEO Performance
Description:
<p>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.</p> <p>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).</p>
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 (#1-3) Board's ENDS	8.14.24	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 8.12.24
EN – 01 (#4) Board's ENDS	9.9.24	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 9.9.24
EN – 01 (#5) Board's ENDS	10.14.24	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	n/a	n/a	n/a	Compliant 8.14.23



President/CEO Monitoring Report Compliance

Jackson College

			credentials of value in the workplace.				
EL – 00 General Executive Limitations	8.12.24	Yes	n/a	n/a	n/a	n/a	Compliant 8.12.24
EL – 01 Treatment of Learners	10.14.24	Yes	n/a	n/a	n/a	n/a	Compliant 2.12.24 Policy Review, Interpretation s Review & Monitoring postponed per the Board as of 9.11.23
EL – 02 Treatment of Staff	10.14.24	Yes	n/a	n/a	n/a	n/a	Compliant 2.12.24 Policy Review, Interpretation s Review & Monitoring postponed per the Board as of 9.11.23
EL – 03 Planning	6.10.24	Yes		n/a	n/a	n/a	Compliant 6.10.24



President/CEO Monitoring Report Compliance

Jackson College

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	5.13.24	Yes	n/a	n/a	n/a	n/a	Compliant 5.13.24
EL – 06 Investments	5.13.24	Yes	n/a	n/a	n/a	n/a	Compliant 5.13.24
EL – 07 Compensation and Benefits	1.8.24	Yes	n/a	n/a	n/a	n/a	Compliant 1.8.24
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
EL – 09 Organization Culture	1.8.24	Yes	n/a	n/a	n/a	n/a	Compliant 1.8.24
EL – 10 Access to Education	2.12.24	Yes	n/a	n/a	n/a	n/a	Compliant 2.12.24



President/CEO Monitoring Report Compliance

Jackson College

EL – 11 Entrepreneurial Activity	3.11.24	Yes	n/a	n/a	n/a	n/a	Compliant 3.11.24
EL – 12 Land Use	4.15.24	Yes	n/a	n/a	n/a	n/a	Compliant 4.15.24

FY 2025 BOARD POLICY REVIEWING & MONTORING SCHEDULE		
FY 2025 Board Meeting Date	Policy Reviews Due	Monitoring Reports Due
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 Limitations (PHELAN) <u>Monitor EN-01 (#1-3)</u> Board's ENDS (VAN HEEST / BOOK)
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 EN-01 (#4)</u> Board's ENDS (VAN HEEST / BOOK) <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 EN-01 (#5)</u> Board's ENDS (VAN HEEST / BOOK) <u>Monitor EL-01</u> Treatment of Learners (CINDY/BROWN) <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)
January 13, 2025	<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 10, 2025	<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-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 10, 2025	<u>Review EL-12</u> Land Use <u>Review GP-02</u> Board Job Contributions	<u>Monitor EL-11</u> Entrepreneurial Activity (CINDY/JOHN) <u>Monitor GP-01</u> Governing Style

Jackson College Board of Trustees Meeting - Monitoring CEO Performance

	<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 BCD-06</u> CEO Compensation <u>Monitor GP-00</u> Governance Commitment
April 14, 2025	<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 12, 2025	<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 9, 2025	<u>Review EL-00</u> General Executive Limitations <u>Review EN-01</u> ENDS (#1-3)	<u>Monitor EL-03</u> Planning (JOHN) <u>Monitor GP-09</u> Board Code of Conduct



BOARD OF TRUSTEES PROCESS

Process Type: Board Governance

Process Title: Policy Review

Date Adopted: 06.12.23

Version: 2.0

Date Last Reviewed: 09.09.24

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 June Board Meeting, 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 prior to the Board meeting at which the policy is up for review.
4. The Chief of Staff 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 prior to a Board meeting dinner.
5. Pre-review meetings will include the participation of the CGO, CEO, and/or other Policy Governance consultant.
6. Annually, policy review allocations will be shifted to allow Trustee teams to review different policies each year.

FY 2025 Board Meeting Date	Policy Reviews Due	Trustees Responsible for Recommendations
August 12, 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 9, 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 14, 2024	<u>EL-04</u> Financial Conditions & Activities	Trustee Donna Lake Trustee Chris Simpson
	<u>EL-08</u> Communication & Support to the Board	Trustee Donna Lake Trustee Chris Simpson
November 4, 2024	<u>EL-09</u> Organization Culture	Trustee Teshna Thomas Trustee Matt Heins
	<u>EL-07</u> Compensation & Benefits	Trustee Teshna Thomas Trustee Matt Heins
	<u>GP-13</u> Special Rules of Order	Trustee Teshna Thomas Trustee Matt Heins
	<u>BCD-02</u> Accountability of the CEO	Trustee Teshna Thomas Trustee Matt Heins
January 13, 2025	<u>EL-10</u> Access to Education	Trustee Donna Lake Trustee Chris Simpson
	<u>GP-14</u> Handling Operational Complaints	Trustee Donna Lake Trustee Chris Simpson

	<u>GP-11</u> Linkage with Ownership	Trustee Donna Lake Trustee Chris Simpson
	<u>GP-15</u> Handling Alleged Policy Violations	Trustee Donna Lake Trustee Chris Simpson
February 10, 2025	<u>EL-11</u> Entrepreneurial Activity	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-01</u> Governing Style	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>BCD-06</u> CEO Compensation	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-00</u> Governance Commitment	Trustee Phil Hoffman Vice-Chair Sheila Patterson
March 10, 2025	<u>EL-12</u> Land Use	Trustee Teshna Thomas Trustee Matt Heins
	<u>GP-02</u> Board Job Contributions	Trustee Teshna Thomas Trustee Matt Heins
	<u>GP-04</u> Role of Board Chair	Trustee Teshna Thomas Trustee Matt Heins
	<u>GP-10</u> Investment in Governance	Trustee Teshna Thomas Trustee Matt Heins
	<u>BCD-00</u> Global Board Management Delegation	Trustee Teshna Thomas Trustee Matt Heins
April 14, 2025	<u>EL-05</u> Asset Protection	Trustee Donna Lake Trustee Chris Simpson
	<u>EL-06</u> Investments	Trustee Donna Lake Trustee Chris Simpson
	<u>BCD-05</u> CEO Succession	Trustee Donna Lake Trustee Chris Simpson
	<u>GP-03</u> Board Planning Cycle & Agenda Control	Trustee Donna Lake Trustee Chris Simpson

	<u>GP-12</u> Board Linkage with External Organizations	Trustee Donna Lake Trustee Chris Simpson
May 12, 2025	<u>EL-03</u> Planning	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-09</u> Board Code of Conduct	Trustee Phil Hoffman Vice-Chair Sheila Patterson
June 9, 2025	<u>EL-00</u> General Executive Limitations	Trustee Teshna Thomas Trustee Matt Heins
	<u>EN-01 (#1-3)</u> ENDS	Trustee Teshna Thomas Trustee Matt Heins



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: October 14, 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 Monitoring Board Performance

9.1 BCD-01 Unity of Control – Board Survey Review

BOARD POLICY: BOARD-CEO DELEGATION: BCD-01 Unity of Control

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

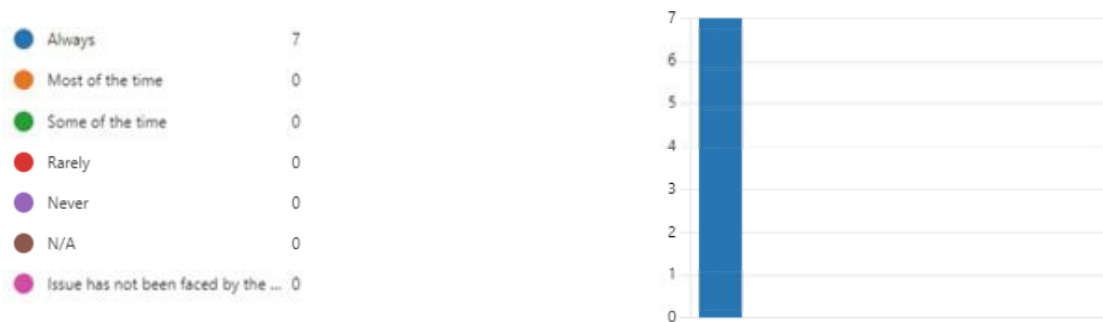
BOARD SELF-MONITORING SURVEY RESULTS: BCD-01 UNITY OF CONTROL DATE: 10.01.2024

1. *Number of Response: 7*

2. *Policy opening statement:*

Only officially passed motions of the Board are binding on the CEO.

Have we acted consistently with this item of policy?



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

- N/A

4. *Item 1:*

Decisions or instructions of individual Trustees, officers or committees shall not be binding on the CEO.

Have we acted consistently with this item of policy?



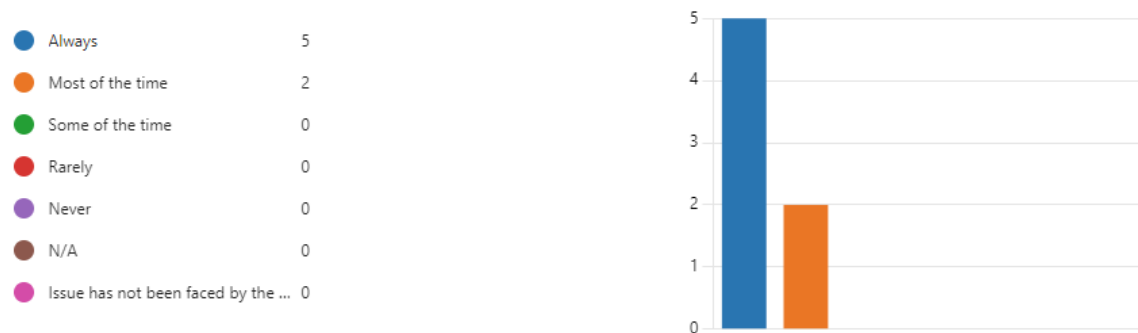
5. Provide specific representative examples to support your above response when applicable.

- N/A

6. **Item 2:**

In the case of Board members or committees requesting information or assistance without Board authorization, the CEO may refuse such requests that require, in the CEO's opinion, a material amount of staff time, other resources or is deemed disruptive.

Have we acted consistently with this item of policy?



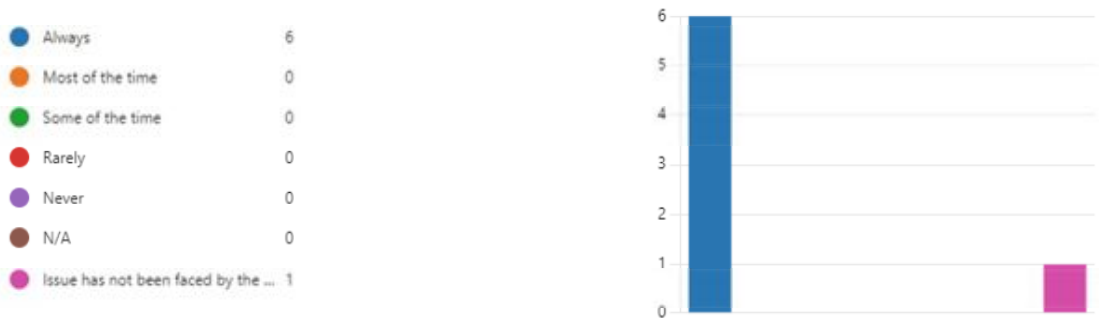
7. Provide specific representative examples to support your above response when applicable.

- N/A

8. **Item 3:**

Only the Board acting as a body politic may employ, terminate, discipline, or change the conditions of employment of the CEO.

Have we acted consistently with this item of policy?



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

- N/A

10. Other Board Comments:

- N/A



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: October 14, 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 Monitoring Board Performance

9.2 GP-05 Role of Vice Chair – Board Survey Review

BOARD POLICY: GOVERNANCE PROCESS: GP-05 Role of Vice Chair

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:



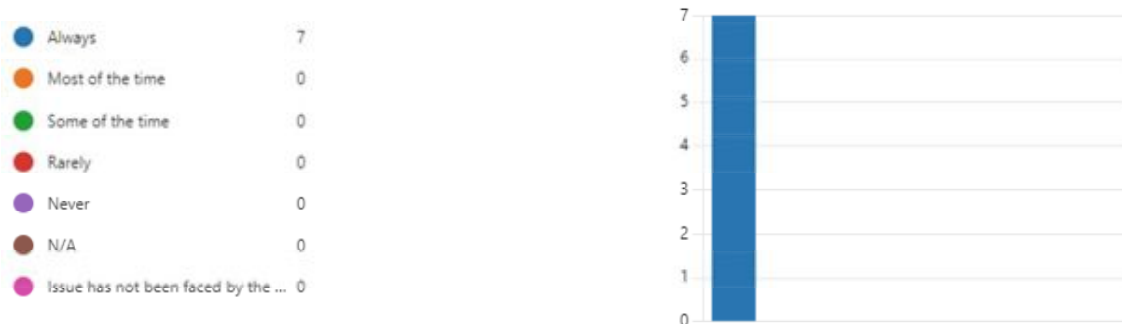
Jackson College Board of Trustees

BOARD SELF-MONITORING SURVEY RESULTS: GP-05 ROLE OF THE VICE CHAIR DATE: 10.01.2024

1. *Number of Response: 7*
2. *Policy opening statement:*

The Jackson College Board Vice Chair shall, in the absence of the Board Chair/CGO, preside at all meetings of the Board and have such other duties and powers as the Board may specify.

Have we acted consistently with this item of policy?



3. Provide specific representative examples to support your above response when applicable.
 - N/A
4. **Other Board Comments:**
 - N/A



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: October 14, 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 Monitoring Board Performance

9.3 GP-08 Board & Committee Expenses – Board Survey Review

BOARD POLICY: GOVERNANCE PROCESS: GP-08 Board & Committee Expenses

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 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-08 BOARD AND COMMITTEE EXPENSES DATE: 10.01.2024

1. *Number of Response: 7*
2. *Policy opening statement:*

As provide by law 389.112 of Part 2, Chapter 11 of the Community College Act of 1996, the Jackson College Board of Trustees shall not receive any compensation for services rendered, but may be reimbursed for reasonable expenses incurred in the conduct of their Board duties. This may include, but is not limited to, all Board and Board committee meetings, conferences, professional development activity, lobbying, as well as any meeting attended at the direction of the Board, or at the request of the CEO.

Have we acted consistently with this item of policy?



3. Provide specific representative examples to support your above response when applicable.
 - *“Just a note, lobbying was recently added in the review and was approved. This area covers one of our trustees, as he lobbies for the college to receive reimbursement for meals.”*
4. **Other Board Comments:**
 - N/A



<p align="center">BOARD OF TRUSTEES MEETING Action & Information Report Board Meeting Date: October 14, 2024</p>
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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>10.0 Information Requested by the Board 10.1 Investigation Recommendations Outline & Timeline</p> <p><u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-01 Treatment of Learners EL-02 Treatment of Staff</p>
<p>Description:</p> <p>In response to the following motion passed at the 09.09.24 Regular Board Meeting, please find enclosed my outline and timeline addressing the Miller Johnson recommendations.</p> <p><i>To adopt the recommendations as stated in the executive summary by Miller Johnson and to task CEO Phelan with coming to the next Board meeting with an outline and timeline for how to address said recommendations, with a prioritization of amending the policies and procedures identified by Miller Johnson. The College's legal counsel will work closely with the CEO to amend identified policies and procedures needing attention.</i></p>
<p>Resource Impact:</p> <p>None</p>
<p>Requested Board Action:</p> <p>Receive and review the CEO's outline and timeline addressing the Miller Johnson recommendations.</p>
<p>Action Taken:</p>



Response to Recommendations by Miller-Johnson

Prepared by Dr. Daniel J. Phelan, President & CEO
10.09.24

The Jackson College Board of Trustees retained Miller Johnson on 10.30.24 as external counsel for the purpose of investigating various concerns raised. The investigative report was presented formally to the Board of Trustees on 09.09.24. Subsequent to a review of the report, the Board of Trustees asked the Jackson College President for a written response to recommendations from Miller Johnson, which must be provided to the Board at its 10.14.24 meeting. This document is in response to that request.

Recommendation 1:

We recommend the College review its security practices and provide ongoing diversity training for security staff so they can better understand and interact with students of different backgrounds because of the ongoing perceptions based on the actions of DK Security.

Response 1:

As of 07.01.23, at the direction of the President, the contractual relationship between Jackson College and DK Security was concluded. DK had challenges, as have many organizations, in keeping turnover low, post-COVID. The security detail at Jackson College currently is 100% comprised of college employees. In so doing, the College has had a much lower turnover rate in security, we have been able to recruit more diverse candidates, and our employees are more comfortable at knowing that that same security detail will be at the College. All have received diversity training and continue to receive such training as provided by the College through convocations, required online training programs, and work with the contracted firm of Cultural Fluency Associates LLP. The security detail continues with regular reviews of its security practices through additional professional development and policy reviews...

Recommendation 2:

We recommend the College establish clear, written guidelines for developing and adopting major programmatic changes, including establishing appropriate budgets and timelines for review. In addition, we recommend the College establish clear, written guidelines for communicating program information.

Response 2:

As of 09.23.24 the College has a bilateral council shared leadership, shared information, and shared responsibility structure that includes the Academic Council (AC) and the Leadership Council (LC). Both councils are undergirded by an Academic Leadership Team (ALT) in the case of the Academic Council, and the President's Cabinet in the

case of the Leadership Council. Additionally, these structures are further supported by a wide variety of Instruction Quality Committees (IQC's), committees, task forces, and ad hoc groups. Ultimately, new program introductions, changes to programs and courses, and the sunseting of programs, all flow through the AC and LC structures. That said, the College President has the reserved authority to change or bring closure to College programs and operations and/or direct staff, which is communicated broadly across the College.

Both the AC and the LC have specific duties related to budget development for each fiscal year. The College has had in place a written, inclusive, budget development process with clear timelines for development, which originates in the College's Business Office and is originated by the College's Chief Financial Officer (CFO). The process is electronic and easily accessible. The Board will recall a recent monitoring report wherein the bulk of the recommendations under this item were previously addressed.

Finally, the College has numerous communication media that is used to share information relevant to employees, including new programs, new employees, employee recognition, substantial organizational changes, emergencies, etc. These systems include the following:

1. JC Announcements and Communications Newsletter (weekly)
2. Phelanotes (weekly)
3. Convocations (2x/year)
4. Town Hall (virtual and monthly)

These systems are further supported by numerous opportunities for input into College operations, programs, and activities. More specifically:

1. College Forums for review of senior leaders and faculty candidates
2. PACE Surveys – administered annually
3. Numerous ad hoc surveys used throughout the year.

Both of these systems provide broad opportunity for both communication and input by any College employee. And, as a transparent organization, the minutes of all Councils, IQC, and other meetings are posted on the College's intranet and are accessible by any College employee at any time...

Recommendation 3:

We recommend that the College take steps to ensure that corrective action is taken when warranted and properly documented in the employee's official file. We recommend the College create clear, written guidelines for implementing its policies and ensure that any changes to policies are clearly communicated to all relevant parties to avoid confusion in the future. Additionally, we recommend that leadership and the HR office undergo training regarding what may or may not be legally considered when evaluating a potential hire.

Response 3:

The matter involving the employee corrective action documentation has been remedied. There is a process for ensuring that matters, other than employee evaluation, and as provided/protected by union contracts, is in place. Insofar as such matters involve the HR Office, they are responsible to ensure that appropriate documentation is signed, and the paperwork is placed in the employee's file.

Regarding regular employee performance evaluations and related documentation, the College utilizes a [NeoGov](#) system whereby all supervisors are notified when employee evaluations are due. Supervisors are regularly reminded if completed employee evaluations are not forthcoming. Further, a new senior administrator evaluation system will be deployed on 01.01.25.

All operational policies at Jackson College are on a two-year review cycle. Each LC member is charged with reviewing relevant policies with their staff and provides the opportunity to any recommended changes to said policy(ies). If considered viable, the LC member will bring the recommended changes forward to the Council for discussion and consideration. Any LC-approved new, or revised operational policies are routed to the Institutional Research and Effectiveness Office for posting. Subsequently, a link to the policy with changes, are noted in the employee newsletter.

Lastly, all employees who engage in the process of employee hiring will be required to participate in a newer training program, designed to review all aspects of the hiring process, as well as a specific consideration of those aspects that may be discussed and those that may not, as well as what may be considered in the selection process determination, and what may not. This training program has yet to be developed or purchased, but I anticipate having this recommendation completed by 03.01.25...

Recommendation 4:

We recommend the Board and Administration identify accountability measures to ensure regular and ongoing compliance with College Policy.

Response 4:

College operating policies and procedures are developed, approved and reviewed by the Leadership Council (LC) and the Academic Council (AC), as noted in the minutes for these two organizations, located [here](#) (LC) and [here](#) (AC). These institutional policies are located [here](#), and are reviewed every two years. An additional column for a 'vintage date' will be added within the next 60 days to provide additional accountability regarding the currency of said policies.

Individual accountability to operate within college policies and procedures is firstly the responsibility of the employee, as provided by policy and employment agreements, and ultimately by the employee's direct supervisor. This approach is consistent with current practice of higher education institutions...

Recommendation 5:

We recommend the College review the organizational structure to ensure separation between the investigatory and operational areas of the College. Many interviewees stated that Allen exercises too much control or power within the College. Over the relevant time period of the investigation, Allen oversaw or supervised nearly every operational department in the organization, particularly when the President was not on campus. Allen simultaneously oversaw the Human Resources function, which consolidated the operational and investigatory arms of the administration into a single reporting structure. Therefore, we recommend an organizational structure that ensures an independent investigatory function.

Response 5:

As the Board is aware, the administration is working to restore the Human Resources function of the College, separate from the Chief Operating Officer function. To date, three separate rounds of Chief Human Resource Officer (CHRO) job searches have been undertaken. Following the third round, the President is considering other options for selection of a new CHRO. The current CHRO will be vacating the Human Resources office suite and relocating, in order to make space for the incoming CHRO.

On those few occasions when the President happens to be out-of-district, the President does appoint an officer in charge until his return. This assigned role has flexed among some of the more senior members of the President's Cabinet, dependent upon their availability. While out of district, the President makes daily contact with the appointed officer, and there is also established a special code to reach the president in case of emergency...

Recommendation 6:

Separate the Title IX and Student Judiciary Review processes from HR oversight. This will ensure a clear separation between each of those decision-makers. Best practice in this area is to have the Title IX Coordinator report directly to the President (and to the Board if the concern relates to the President) so as to avoid the potential for bias and retaliation.

Response 6:

Learner and employee complaints have multiple routes at Jackson College to address their concerns. For example, academic complaints are registered first with the faculty member, and can be appealed to the department chair, and subsequently appealed to the Dean. The College also employs a Student Advocate who works with the learner to determine if there are reasonable solutions to learner concerns that may have been overlooked. Student Judicial Review is used for learner infractions that are deliberated upon based on available evidence with a final decision rendered by a trained committee. Title IX of the Educational Amendments of 1972 is used to prohibit sex discrimination and sex offenses in educational institutions, programs, and activities against employees and learners.

With respect to this recommendation, there is now an Office of the General Council (OGC) that is located in the President's Office and is staffed by attorneys from the College's law

firm, and as such, are independent of the College. The OGC will investigate and adjudicate on all allegations of a Title IX violation, whether originated by notice to a College employee, the Title IX Coordinator, or the OGC directly. The Coordinator of Title IX is the COO, who plays a notification role only in the process, not investigatory. The Title IX Reporter resides with the Chief Operating Officer, as does the Student Judicial Review Coordinator. Having the investigation process, separated from reporting and the student judicial process is accommodated in this way...

Recommendation 7:

Develop and document clear procedures and guidelines for complaint reporting. This will ensure fair, equitable treatment of individuals who file complaints and how those complaints are reviewed. We recommend the following policies and procedures be reviewed and/or implemented: (1) Equal Employment Opportunity/Anti-Discrimination/Harassment: The College's existing EEO statement does not incorporate revisions to cover recent changes to Michigan's anti-discrimination statute. We recommend the procedure related to the receipt of complaints provide multiple independent avenues to receive complaints for students and staff, and that a complaint related to the President to be received by the Board. We also recommend the implementation of audit procedures to ensure all complaints are given an initial evaluation and, if appropriate, an investigation.

Response 7:

The nature of this recommendation is a result of timing. Changes with federal and state laws are fluid based upon the actions of the President, Congress, and the State Legislature. When changes are made to existing laws, the College is notified of said changes through the United States Department of Education, the United States Department of Labor, or other federal and state agencies. Once those notices have been received, the College initiates modification to policy and practice, and also provides training to employees regarding said changes. In this particularly cited change, the College EEO statement is now current, but was not when reviewed by Miller-Johnson due to the recency of said change. Finally, the OGC will soon consult with Miller-Johnson counsel as to those policies that were most concerning to their investigatory team and ask for their specific recommendations for the modification of those policies.

Recommendation 8:

Develop and document clear procedures and guidelines for complaint reporting. This will ensure fair, equitable treatment of individuals who file complaints and how those complaints are reviewed. We recommend the following policies and procedures be reviewed and/or implemented: (2) Material Budget Changes: Because much of the facts underlying the RSJ dispute relate to whether or not a major expenditure was approved, we recommend reviewing and formalizing the procedure for modifying or amending the budget. We recommend the implementation of a procedure that ensures written documentation for material deviations from the College's budget with appropriate budget authority. For example, certain College administrators may have authority for budget

transfers or expenditures of up to \$10,000, and others \$50,000. We expect the President to have the greatest authority in this area, and the Board to grant appropriate authority to the President to ensure continuity of operations between Board meetings.

Response 8:

Relative to the budget process for the Ready, Set, Jet program, or any other program or department at Jackson College, the budget process, timelines, and outcomes are already formalized, clearly documented, with all employees having the opportunity for input. The final budget requests ultimately roll up to a common document that reflects institutional, President, and board priorities. Each budget administrator is responsible for developing budget recommendations, and subsequently administer their budget lines once the budget has been approved by the Board of Trustees. In the case of the RSJ program, the facts are that there were no budgeted funds available for use to pay for peer, student mentors, nor their meals and housing costs for 2 years. There is a process for budget amendments, but only upon the request of their supervisor, and with a dedicated revenue source to cover costs. This documentation is to be filed with the Business Office. In the case of the RSJ program, this was not done by the student housing administrator at the time. Budget administrators do have the limited option to redirect funds, within the program budget, but this must be documented with the Business Office. This was not the case with the RSJ Program either.

Recommendation 9:

Develop and document clear procedures and guidelines for complaint reporting. This will ensure fair, equitable treatment of individuals who file complaints and how those complaints are reviewed. We recommend the following policies and procedures be reviewed and/or implemented: (3) Multiple Pathways to Express Concerns: We recommend the College implement multiple complaint reporting mechanisms to avoid consolidation of all reporting structures into one position or person. While all reporting structures ultimately consolidate into the President, that should be avoided when possible, for other functions. Such procedures and guidelines should include appropriate audit procedures and timelines to ensure the newly revised procedures are followed with fidelity.

Response 9:

Jackson College [promotes](#) the use of the TIP411 system for learners, employees and guests. It is a service that allows local residents to anonymously report crimes, suspicious activity, and traffic incidents to local police departments. The filer can submit through an online form, using the Jackson College Tips app, or by an anonymous tip via text message to Jackson College at JACKSONC and code 847411. All tips are 100% anonymous and do not connect to the College.

Title IX complaints can be [filed](#) through the College's mandated Title IX Coordinator.

Vector LiveSafe is online and app-based [emergency and safety communications system](#) available for any employee or learner. The College is formally announcing the launch of

this system on 10.16.24. This is an anonymous-based system and also provides connections to the College's Safety and Security Department.

As noted previously, an Office of the General Council (OGC) is now located in the President's Office and may be accessed directly by any learner or employee. The attorney taking the complaint will investigate as appropriate.

There exists, through the College's two collective bargaining units, a [complaint and grievance procedure](#), defined in the bargaining agreements and are accessible to any employee covered by the union agreement. Though not collectively organized, the administrative personnel of Jackson College, also have a grievance procedure as codified in the Administrative Personnel Practices Manual.

Finally, a [tab](#) also appears on the Board of Trustees webpage for learner and employee use. The communication is anonymous and is directed to the College's legal counsel for handling.

Recommendation 10:

Develop and document clear procedures and guidelines for complaint reporting. This will ensure fair, equitable treatment of individuals who file complaints and how those complaints are reviewed. We recommend the following policies and procedures be reviewed and/or implemented. (4) Ensure appropriate stakeholder involvement on major College decisions. We recommend the College ensure that when making major College decisions, like the conversion or closure of RSJ, that stakeholders be identified as advocates. The purpose of this structure is to avoid siloing major decisions with impact on particular College subgroups and ensure that the full impact of a decision can be identified. The College may wish to use a Chief Diversity Officer for that purpose; in the alternative the College could use and appoint existing administrators, faculty, union leaders, student stakeholders, or affinity group leaders.

Response 10:

The College Administration has expanded vehicles for communicating, engaging, and providing for input into significant college changes, whether through significant personnel changes, policy changes, programmatic changes, or budget development. Specifically:

- The College Administration has created a second Council-level body for direct decision-making leading to shared leadership, shared-information, and shared-responsibility. The newly modified Academic Council is on equal standing with the existing Leadership Council with respect to related policy creation, implementation and review, as well as budget development, accreditation, organizational structure, and performance.
- The College Administration has consistently provided monthly Townhall meetings as an opportunity to learn about significant occurrences at the College and provide opportunities for input.
- The College Administration is piloting an expanded hiring process for senior

administration that includes an initial screening, zoom interviews, campus-wide forums for presentation and Q&A opportunities, and selected interview opportunities for union leadership interviews and faculty interviews of candidates for employment.

- Major decisions of an operational nature are reviewed and discussed at the College's Leadership Council and are subsequently shared, as well as input obtained, from direct reports of the Council Members. The importance of this practice has been reviewed with LC members.
- Advisory Committees are a consistent practice of Jackson College in providing input into College decisions that include vocational programs, continuing education programs, community affinity groups, and others.
- The College continues to undertake the PACE survey process, per Board Policy, to obtain input from employees with regard to college operations, employee engagement, etc.

Summary: Though these aforementioned responses represent our historical, current, and new work to address concerns, our work continues as we seek to advance the Board's ENDS, the College's Strategic Agenda, the College stated mission, vision, values and beliefs, and in fulfillment of our legislatively established mission and scope.



<p align="center">BOARD OF TRUSTEES MEETING Action & Information Report Board Meeting Date: October 14, 2024</p>
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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>10.0 Information Requested by the Board 10.2 College Features: PACE Survey Update / Strategic Agenda (Ashley Van Heest, Chief Strategy & IR Officer)</p> <p><u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board</p>
<p>Description:</p> <p>As this month’s “College Features”, Jackson College Chief Strategy & Institutional Research Officer, Ashley Van Heest, will present an update on the College’s continuing improvement efforts toward the 2022 PACE Survey feedback, as well as an update on the College’s Strategic Agenda efforts following our Q1 update.</p>
<p>Requested Board Action:</p> <p>Review as information and ask Ashley any questions the Board may have.</p>
<p>Action Taken:</p>



<p align="center">BOARD OF TRUSTEES MEETING Action & Information Report Board Meeting Date: October 14, 2024</p>
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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>	
10.0	Information Requested by the Board
10.3	Next Regular Board Meeting Topics – November 4, 2024
	<u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-03 Board Planning Cycle and Agenda
Description:	
<p>This time has been set aside to help the Board anticipate topics for the next regular Board meeting (November 4, 2024). Below are currently anticipated topics. Please feel free to offer other agenda items at this point on the agenda.</p> <ul style="list-style-type: none"> • Excellence Minute • Policy Review: EL-07 Compensation & Benefits • Policy Review: EL-09 Organization Culture • Policy Review: GP-13 Special Rules of Order • Policy Review: BCD-02 Accountability of the CEO • Interpretations Assessment: EL-07 Compensation & Benefits • Interpretations Assessment: EL-09 Organization Culture • Evidence Review: EL-04 Financial Conditions & Activities • Evidence Review: EL-08 Communication & Support to the Board • CEO Monitoring Compliance Schedule & Summary • CEO, CFO Audit Certifications • Audit Report • Consideration of Budget Adjustments (if needed) • FY 2025 Q1 Financial Report • College Feature: Marketing (Dotty Karkheck, Director of Marketing) 	
Requested Board Action:	
Review of currently anticipated topics.	
Action Taken:	



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: October 14, 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?

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

11.1 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: October 14, 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?

12.0 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: October 14, 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?

13.0 Adjourn*

BOARD POLICY: 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: