

# Jackson College Board of Trustees Fall Planning Session

Fall Planning Session

November 17, 2023 08:00 AM



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# MISSION DOCUMENTS

## MISSION

Together we inspire and transform lives.

## VISION

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

## STATEMENT OF BELIEFS

As employees of Jackson College, an innovative institution totally committed to student success (TCS<sup>2</sup>), **we believe:**

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

## MISSION DOCUMENTS

### VALUES

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

**BOARD OF TRUSTEES FALL PLANNING SESSION**

**Action & Information Report**

Board Meeting Date: November 17, 2023



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

**Subject to be Discussed and Policy Reference:**

7:30am Board Breakfast [No Board discussion/decisions]

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

**Description:**

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

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

**Resource Impact:**

None

**Requested Board Action:**

Board members partake in a purely social breakfast gathering, prior to the Fall Planning Session.

**Action Taken:**



## **Roberts Rule of Order for Small Assemblies**

Board of Trustees  
Jackson College, MI

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

### **I. General Principles:**

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

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

### **II. Unique Components to Small Assemblies:**

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

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

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

### **III. Amendments:**

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

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

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

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

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

**BOARD OF TRUSTEES FALL PLANNING SESSION**

**Action & Information Report**

Board Meeting Date: November 17, 2023



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

**Subject to be Discussed and Policy Reference:**

1.0 Call to Order & Pledge of Allegiance of the United States

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

**Description:**

Board Chairperson Crist will call all Trustees to Order in preparation for the Board Meeting, followed by a recitation of the Pledge of Allegiance:

**“I pledge allegiance to the flag of the United States of America and to the Republic for which it stands, one Nation under God, indivisible, with liberty and justice for all”.**

**Resource Impact:**

None

**Requested Board Action:**

Come to order, stand, and recite the Pledge of Allegiance to the United States.

**Action Taken:**



**BOARD OF TRUSTEES FALL PLANNING SESSION**

**Action & Information Report**

Board Meeting Date: November 17, 2023



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

**Subject to be Discussed and Policy Reference:**

2.0 Declaration of Conflict of Interest\*

**BOARD POLICY:** GOVERNANCE PROCESS: GP-09 Board Code of Conduct

**Description:**

Consistent with Board Policy, By-laws, and the standard of the Fiduciary Duty of Loyalty, this item is placed on the agenda for members to formally consider and disclose any item on the agenda wherein they may have any apparent or actual conflict of interest. This duty standard also requires members to act transparently.

Should a conflict be present, it is requested that the member publicly note the item in question to the Board Chairperson and abstain from any action concerning said item.

A roll call vote is required for this item.

**Resource Impact:**

None

**Requested Board Action:**

Roll Call Consideration of any actual or perceived conflict of interest with agenda items.

**Action Taken:**

**BOARD OF TRUSTEES FALL PLANNING SESSION****Action & Information Report**

Board Meeting Date: November 17, 2023



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

**Subject to be Discussed and Policy Reference:**

3.0 New Trustee Attestation\*

**(BOARD POLICY: GOVERNANCE PROCESS: GP-09 Board Code of Conduct)**

On 11.8.23, the Board of Trustees voted to appoint Teshna Thomas to fill a vacant seat with an unexpired term through December 31, 2024.

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

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

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

Lastly, Teshna Thomas must fully execute the enclosed Acceptance of Office, Affidavit of Eligibility, and Oath of Office.

**Resource Impact:**

None

**Requested Board Action:**

Acceptance of Teshna Thomas' proclamation of commitment.

**Action Taken:**

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

**ACCEPTANCE OF OFFICE**

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

Dated this \_\_17th\_\_ day of November, 2023

\_\_\_\_\_  
Teshna N. Thomas

**AFFIDAVIT OF ELIGIBILITY**

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

Dated this \_\_17th\_\_ day of November, 2023

\_\_\_\_\_  
Teshna N. Thomas

STATE OF MICHIGAN     )  
                                          ) ss.  
COUNTY OF JACKSON    )

Subscribed and sworn to before me this \_\_17th\_\_ day of November, 2023.

\_\_\_\_\_  
Notary Public, Jackson County, Michigan  
Acting in Jackson County, Michigan  
My Commission Expires:\_\_\_\_\_

**OATH OF OFFICE**

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

Dated this \_\_17th\_\_ day of November, 2023

\_\_\_\_\_  
Teshna N. Thomas

STATE OF MICHIGAN     )  
                                          ) ss.  
COUNTY OF JACKSON    )

Subscribed and sworn to before me this \_\_17th\_\_ day of November, 2022.

\_\_\_\_\_  
Notary Public, Jackson County, Michigan  
Acting in Jackson County, Michigan  
My Commission Expires:\_\_\_\_\_

**BOARD OF TRUSTEES FALL PLANNING SESSION**  
**Action & Information Report**  
Board Meeting Date: November 17, 2023



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

<b>Subject to be Discussed and Policy Reference:</b>
4.0 Comments of the Chair & Overview of the Day  <b><u>BOARD POLICY:</u></b> GOVERNANCE PROCESS: GP-01 Governing Style
<b>Description:</b>
At the top of the Board's Fall Planning Session, please receive comments from the Chairperson regarding the overview of this session.
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Receive comments from the Chairperson.
<b>Action Taken:</b>

**BOARD OF TRUSTEES FALL PLANNING SESSION****Action & Information Report**

Board Meeting Date: November 17, 2023



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

**Subject to be Discussed and Policy Reference:**

5.0 Ownership Linkage

5.1 Public Comments (limit of 5 minutes per person)

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

**Description:**

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

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

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

**Resource Impact:**

None

**Requested Board Action:**

Receive comments from persons wishing to address the Board.

**Action Taken:**

**BOARD OF TRUSTEES FALL PLANNING SESSION**

**Action & Information Report**

Board Meeting Date: November 17, 2023



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

**Subject to be Discussed and Policy Reference:**

6.0 Closed Session – Review of FERPA Documents \*

**BOARD POLICY:** EXECUTIVE LIMITATIONS: EL-01 Treatment of Students

**Description:**

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

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

**Resource Impact:**

None

**Requested Board Action:**

Affirm the request and move to closed session.

**Action Taken:**

**BOARD OF TRUSTEES FALL PLANNING SESSION**

**Action & Information Report**

Board Meeting Date: November 17, 2023



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

<b>Subject to be Discussed and Policy Reference:</b>
<p>7.0 Inquiries of the CEO &amp; Discussion of Next Steps</p> <p><b><u>BOARD POLICY:</u></b> EXECUTIVE LIMITATIONS: EL-08 Communication &amp; Support to the Board</p>
<b>Description:</b>
<p>This time has been set aside for the Board to address the CEO directly for any clarification needed regarding student and staff concerns.</p>
<b>Resource Impact:</b>
<p>None</p>
<b>Requested Board Action:</b>
<p>Receive clarification as needed.</p>
<b>Action Taken:</b>



**BOARD OF TRUSTEES FALL PLANNING SESSION**

**Action & Information Report**

Board Meeting Date: November 17, 2023



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

**Subject to be Discussed and Policy Reference:**

8.0 College Progress

8.1 DEI Development

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

**Description:**

At this portion of the agenda, I'll provide a few updates on the progress that I and the Leadership Council have been making on a wide variety of issues at the College as means to improve culture, diversity practice, and student success.

I continue to have regular meetings with my senior advisor on diversity matters.

**Resource Impact:**

None

**Requested Board Action:**

Receive DEI development update.

**Action Taken:**

**BOARD OF TRUSTEES FALL PLANNING SESSION**

**Action & Information Report**

Board Meeting Date: November 17, 2023



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

**Subject to be Discussed and Policy Reference:**

8.0 College Progress

8.2 Institutional Organization / Hiring Progress

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

**Description:**

I will provide the Board with an update on our College's organizational structure, as well as our improved hiring practices, hiring progress, and advancement on [PACE survey items](#).

**Resource Impact:**

None

**Requested Board Action:**

Receive institutional organization and hiring process update.

**Action Taken:**

**BOARD OF TRUSTEES FALL PLANNING SESSION**

**Action & Information Report**

Board Meeting Date: November 17, 2023



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

**Subject to be Discussed and Policy Reference:**

8.0 College Progress

8.3 Strategic Agenda

**BOARD POLICY:** EXECUTIVE LIMITATIONS: EL-03 Planning

**Description:**

Our strategic agenda has been operationalized campus-wide during these last 3 quarters ([living document in the Resource Center](#)). The most recent development is a Strategic Agenda Scorecard (sample attached) developed by Justin Gaeta (Director, Institutional Research and Effectiveness) which will assist our tactical teams with tracking their progress.

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

**Resource Impact:**

None

**Requested Board Action:**

Receive update on Strategic Agenda.

**Action Taken:**



**Strategic Agenda**  
FY '23 Q3 – FY '23 Q4

*Together we inspire and transform lives. – Jackson College Mission*



<b>BHAG</b>	90/80/70/UO – Fall-Winter Persistence * Fall-Fall Persistence * Graduation Rate * Undifferentiated Outcomes by 01.01.28
<b>Wildly Important Goal (WIG)</b>	Jackson College will be in the top 10% of FTIAC IPEDS data in Michigan with a completion rate of 40% within 3 years.
<b>Policy Governance ENDS</b>	All those who choose to enroll have learning opportunities that prepare them to be successful global citizens and contribute to Jackson County's vitality at a cost that demonstrates wise and sustainable stewardship of resources.
<b>Higher Learning Commission Criteria for Accreditation</b>	1.Mission: Jackson College's mission is clear and articulated publicly; it guides the College's operations; 2.Integrity: Jackson College acts with integrity; Our conduct is both ethical and responsible; 3.Teaching and Learning: Jackson College provides quality education, wherever and however our offerings are delivered; 4.Teaching and Learning: Jackson College demonstrates responsibility for the quality of our educational programs, learning environments, and support services, and we evaluate their effectiveness for student learning through processes designed to promote continuous improvement; and 5.Institutional Effectiveness: Jackson College's resources, structures, and processes are sufficient to fulfill our mission, improve the quality of our educational offerings, as well as to respond to future challenges and opportunities.

**GOAL 1: EQUITABLE EDUCATIONAL EXPERIENCE**



**GOAL 2: HUMAN-CENTRIC CULTURE**



**GOAL 3: FUTURE-FOCUSED WORKFORCE**



**GOAL 4: ADVANCING LEADERSHIP**



Goal	Goal	% Complete
1	Through an appreciation for each unique, whole-person learner, provide personalized and equitable educational experiences that lead to student completion.	15%
2	Elevate an inclusive, diverse, and human-centric culture of love, care, and service leading to recruitment and retention of premiere talent.	20%
3	Build future-focused, industry-aligned workforce and economic development services for our students, our employers, and our community.	30%
4	Advance Jackson College, in part, through the leadership practices of discipline, the use of data, sound decision-making practice, innovation, curiosity, and a hypervigilance toward the changing ecosystem of higher education.	50%



### Jackson College Institutional Scorecard

<b>BHAG</b>	90/80/70/100 – Fall-Winter Persistence * Fall-Fall Persistence * Graduation Rate * Undifferentiated Outcomes by 01.01.28
<b>Wildly Important Goal (WIG)</b>	Jackson College will be in the top 10% of FTIAC IPEDS data in Michigan with a completion rate of 40% within 3 years.
<b>Policy Governance ENDS</b>	All those who choose to enroll have learning opportunities that prepare them to be successful global citizens and contribute to Jackson County's vitality at a cost that demonstrates wise and sustainable stewardship of resources.
<b>Higher Learning Commission Criteria for Accreditation</b>	1.Mission: Jackson College's mission is clear and articulated publicly; it guides the College's operations; 2.Integrity: Jackson College acts with integrity: Our conduct is both ethical and responsible; 3.Teaching and Learning: Jackson College provides quality education, wherever and however our offerings are delivered; 4.Teaching and Learning: Jackson College demonstrates responsibility for the quality of our educational programs, learning environments, and support services, and we evaluate their effectiveness for student learning through processes designed to promote continuous improvement; and 5.Institutional Effectiveness: Jackson College's resources, structures, and processes are sufficient to fulfill our mission, improve the quality of our educational offerings, as well as to respond to future challenges and opportunities.

GOAL 1: EQUITABLE EDUCATIONAL EXPERIENCE



GOAL 2: HUMAN-CENTRIC CULTURE



GOAL 3: FUTURE-FOCUSED WORKFORCE



GOAL 4: ADVANCING LEADERSHIP



Goal	Strategy	% Complete
1	Create and implement the means by which we identify and meet the unique whole needs of each student.	15%
1	Redesign and implement roles of the instructional community to best serve our students.	20%
1	Advance learner achievement and credential attainment, in part, by achieving the highest levels of student retention nationally.	30%
1	Create an integrated education system grounded in competency.	50%
2	Provide the means by which every employee connects their individual passion and purpose to their role in student success.	50%
2	Create and deploy a comprehensive professional development program (PD) that advances the whole employee.	30%
2	Clarify pathways for employees regarding their professional advancement and success.	80%
2	Demonstrate and communicate that we are an open and inclusive organization of belonging.	40%
3	Expand the number of long-term collaborations and partnerships with employers and community leaders that result in a more vibrant and resilient college and community.	15%
3	Build programs that are relevant and responsive to employers that create life-sustaining wages for families.	60%
4	Improve College operations, systems, and work efficiencies.	80%

**BOARD OF TRUSTEES FALL PLANNING SESSION**

**Action & Information Report**

Board Meeting Date: November 17, 2023



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

**Subject to be Discussed and Policy Reference:**

8.0 College Progress

8.4 Capital Outlay / ITEM

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

**Description:**

Thanks to all of you who took the time to call and email our legislators, as well as the names I provided. The matter was taken up on 11.01.23 in the House Appropriations Standing Committee. Sadly, as predicted, I could not stem the rising tide of Jackson County being a battleground for a legislative seat.

I'll provide an update for you on our Capital Outlay efforts going forward.

**Resource Impact:**

None

**Requested Board Action:**

Receive update on Capital Outlay.

**BOARD OF TRUSTEES FALL PLANNING SESSION**

**Action & Information Report**

Board Meeting Date: November 17, 2023



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

**Subject to be Discussed and Policy Reference:**

8.0 College Progress

8.5 5-year Facilities Master Plan

**BOARD POLICY:** EXECUTIVE LIMITATIONS: EL-12 Land Use

**Description:**

I will provide you with an updated review of the [5-year Facilities Master Plan](#), particularly as it relates to the recent outcomes related to our millage and our Capital Outlay request.

**Resource Impact:**

None

**Requested Board Action:**

Receive the 5-year Facilities Master Plan and an update on upcoming Master Planning Projects.

**Action Taken:**

**BOARD OF TRUSTEES FALL PLANNING SESSION**

**Action & Information Report**

Board Meeting Date: November 17, 2023



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

**Subject to be Discussed and Policy Reference:**

9.0 College Program Feature

9.1 Amber Collins – Workforce Training

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

**Description:**

I am delighted to welcome Amber Collins, our Director of Workforce Training, who will present during this time on the College's progress in workforce training and development work.

**Resource Impact:**

None

**Requested Board Action:**

Receive update on the College's workforce training efforts.

**Action Taken:**



**BOARD OF TRUSTEES FALL PLANNING SESSION**

**Action & Information Report**

Board Meeting Date: November 17, 2023



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

**Subject to be Discussed and Policy Reference:**

10.0 Other Board Items  
 10.1 Policy Governance Practice / Policies Review

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

**Description:**

This time has been set aside to review any policy governance practices, particularly the attached schedule for policy review and monitoring, as well as to consider the use of The Board Member's Playbook (copy provided to all Board members at the 10.13.23 regular Board meeting).

**Resource Impact:**

None

**Requested Board Action:**

Review / exercise policy governance practices.

**Action Taken:**

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

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



### **BOARD OF TRUSTEES PROCESS**

**Process Type:** Board Governance

**Process Title:** Policy Review

**Date Adopted:**

**Version:** 1.0

**Date Last Reviewed:**

**Reviewing Committee:** Board of Trustees

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

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

#### **Procedural Steps:**

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

2023-2024 Board Meeting Date	Policy Reviews Due	Trustees Responsible for Recommendations
August 14, 2023	<u>Bylaws</u>	Trustee Donna Lake Trustee Chris Simpson
	<u>BCD-03</u> Delegation to CEO	Trustee Donna Lake Trustee Chris Simpson
	<u>BCD-04</u> Monitoring CEO Performance	Trustee Donna Lake Trustee Chris Simpson
September 11, 2023	<b>POSTPONED PER THE BOARD AS OF 9.11.23: EL-01</b> Treatment of Learners	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<b>POSTPONED PER THE BOARD AS OF 9.11.23: EL-02</b> Treatment of Staff	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>BCD-01</u> Unity of Control	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-05</u> Role of Vice Chair	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-08</u> Board & Committee Expenses	Trustee Phil Hoffman Vice-Chair Sheila Patterson
October 16, 2023	<u>EL-04</u> Financial Conditions & Activities	Trustee Teshna Thomas Trustee Matt Heins
	<u>EL-08</u> Communication & Support to the Board	Trustee Teshna Thomas Trustee Matt Heins
November 13, 2023	<u>EL-09</u> Organization Culture	Trustee Donna Lake Trustee Chris Simpson
	<u>EL-07</u> Compensation & Benefits	Trustee Donna Lake Trustee Chris Simpson
	<u>GP-13</u> Special Rules of Order	Trustee Donna Lake Trustee Chris Simpson
	<u>BCD-02</u> Accountability of the CEO	Trustee Donna Lake Trustee Chris Simpson
January 8, 2024	<u>EL-01</u> Treatment of Learners	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>EL-02</u> Treatment of Staff	Trustee Phil Hoffman Vice-Chair Sheila Patterson

	<b><u>EL-10</u></b> Access to Education	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<b><u>GP-14</u></b> Handling Operational Complaints	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<b><u>GP-11</u></b> Linkage with Ownership	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<b><u>GP-15</u></b> Handling Alleged Policy Violations	Trustee Phil Hoffman Vice-Chair Sheila Patterson
<b>February 12, 2024</b>	<b><u>EL-11</u></b> Entrepreneurial Activity	Trustee Teshna Thomas Trustee Matt Heins
	<b><u>GP-01</u></b> Governing Style	Trustee Teshna Thomas Trustee Matt Heins
	<b><u>BCD-06</u></b> CEO Compensation	Trustee Teshna Thomas Trustee Matt Heins
	<b><u>GP-00</u></b> Governance Commitment	Trustee Teshna Thomas Trustee Matt Heins
<b>March 11, 2024</b>	<b><u>EL-12</u></b> Land Use	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<b><u>GP-02</u></b> Board Job Contributions	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<b><u>GP-04</u></b> Role of Board Chair	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<b><u>GP-10</u></b> Investment in Governance	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<b><u>BCD-00</u></b> Global Board Management Delegation	Trustee Phil Hoffman Vice-Chair Sheila Patterson
<b>April 8, 2024</b>	<b><u>EL-05</u></b> Asset Protection	Trustee Teshna Thomas Trustee Matt Heins
	<b><u>EL-06</u></b> Investments	Trustee Teshna Thomas Trustee Matt Heins
	<b><u>BCD-05</u></b> CEO Succession	Trustee Teshna Thomas Trustee Matt Heins
	<b><u>GP-03</u></b> Board Planning Cycle & Agenda Control	Trustee Teshna Thomas Trustee Matt Heins
	<b><u>GP-12</u></b> Board Linkage with External Organizations	Trustee Teshna Thomas Trustee Matt Heins

<b>May 13, 2024</b>	<b><u>EL-03</u></b> Planning	Trustee Donna Lake Trustee Chris Simpson
	<b><u>GP-09</u></b> Board Code of Conduct	Trustee Donna Lake Trustee Chris Simpson
<b>June 10, 2024</b>	<b><u>EL-00</u></b> General Executive Constraint	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<b><u>EN-01</u></b> ENDS	Trustee Phil Hoffman Vice-Chair Sheila Patterson

**BOARD OF TRUSTEES FALL PLANNING SESSION**

**Action & Information Report**

Board Meeting Date: November 17, 2023



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

**Subject to be Discussed and Policy Reference:**

10.0 Other Board Items  
 10.2 Board Consideration: Annual Trustee Events Invitations

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

**Description:**

Attached you will find a listing of the events that the Trustees are invited to annually. This time has been set aside to consider what events the Trustees might like to attend (or not attend) in the coming year.

**Resource Impact:**

Consider event attendance.

**Requested Board Action:**

**Action Taken:**



## **Jackson College Board of Trustees**

### **Annual Event Commitments**

#### **January:**

- 2nd Monday - Regular Board of Trustees Meeting (all Trustees)
  - 1.8.2024; 5:30-8:30pm in the George Potter Center
- MLK Diversity Breakfast
  - 1.12.24, 7:30-9:00am at American One Event Center
- MCCA Board of Directors Winter Meeting (Chair only)
  - 1.12.2024 at 9:00am via Zoom
- MLK Day – Annual JC-MLK Meeting
  - 1.15.24; time and location TBD

#### **February:**

- Jackson Area Chamber of Commerce Night of Distinction and Annual Dinner
  - 2.1.24; time and location TBD
- ACCT National Legislative Summit
  - 2.4.2024-2.7.2023 at the Marriot Marquis in Washington, DC
- Sportsman's Banquet
  - 2.10.2024 at 5:00pm in the Victor Cuiss Fieldhouse
- Black Excellence Awards Banquet and Gala
  - 2.10.2024 at 6:00pm at the American One Event Center
- 2<sup>nd</sup> Monday – Regular Board of Trustees Meeting (all Trustees)
  - 2.12.2024; 5:30-8:30pm in the George Potter Center

#### **March:**

- JC Board of Trustees Spring Planning Session (date varies March-April)
- MCCA All-Michigan PTK Awards
  - 3.11.2024, 10:00am-1:30pm at Kellogg Hotel & Conference Center, East Lansing, MI
- 2<sup>nd</sup> Monday – Regular Board of Trustees Meeting (all Trustees)
  - 3.11.2024; 5:30-8:30pm in the George Potter Center
- ACCT Governance Leadership Institute
  - 3.20.2024-3.24.2024 at Long Beach City College, Long Beach, CA

#### **April:**

- 2nd Monday - Regular Board of Trustees Meeting (all Trustees)
  - 4.8.2024; 5:30-8:30pm in the George Potter Center

- AACC Annual Conference
  - 4.5.2024-4.9.2024 at Kentucky International Conference Center (KICC), Louisville, KY
- JC Kente Celebration (all Trustees)
  - 2024 event still to be announced, usually 5:30-6:45pm Tuesday during the week of Commencement
- HFHS Pink Ball
  - 2024 event still to be announced, usually the last week in April
- JC Board of Trustees Spring Planning Session (date varies March-April)

May:

- JC Nursing Pinning Ceremony (all Trustees)
  - 2024 event still to be announced, usually the week of Commencement
- JC Crockett Dinner (all Trustees)
  - 5.3.2024; 5:30-8:00pm in the Snyder Dining Room (tentative)
- JC Commencement (all Trustees)
  - 5.4.2024; time and location to be announced.
- JC All College Celebration
  - 2024 event date still to be announced; usually 5:00-8:00pm in the Snyder Dining Room
- 2nd Monday - Regular Board of Trustees Meeting (all Trustees)
  - 5.13.2024; 5:30-8:30pm in the George Potter Center
- MCCA Board of Directors Spring II Meeting (Chair only)
  - 5.16.2024-5.17.2024 at Glen Oaks community College, Centerville, MI

June:

- 2nd Monday - Regular Board of Trustees Meeting (all Trustees)
  - 6.10.2024; 5:30-8:30pm in the George Potter Center
- JC Board of Trustees Summer Retreat (date varies June-July)
- Govern for Impact Annual Conference (Chair only)
  - 6.13.2024-6.15.2024; final venue still to be announced.
- Pride Flag Raising
  - 2024 event still to be announced.

July:

- MCCA Summer Conference (all Trustees)
  - 7.31.2024-8.2.2024 at Mission Point Resort, Mackinac Island, MI

August:

- 2nd Monday - Regular Board of Trustees Meeting (all Trustees)
  - 8.12.2024; 5:30-8:30pm in the George Potter Center
- ACCT Governance Leadership Institute for New Trustees (Chair/New Trustees only)
  - 2024 Fall event still to be announced.

September:

- 2nd Monday - Regular Board of Trustees Meeting (all Trustees)
  - 9.9.2024; 5:30-8:30pm in the George Potter Center
- Jackson Community Foundation Annual Dinner
  - 2024 event still to be announced, usually held around the 4<sup>th</sup> Friday of September
- JC Board of Trustees Fall Planning Session (date varies Sept-Nov)
- MCCA Board of Directors Fall Meeting (Chair only)
  - 9.19-2024-9.20.2024; Location still to be announced.

October:

- 2nd Monday - Regular Board of Trustees Meeting (all Trustees)
  - 10.14.2024; 5:30-8:30pm in the George Potter Center
- JC Foundation Oktoberfest / Feast for Knowledge
  - 2024 event details still to be announced.
- Harold White Awards Breakfast
  - 2024 event details still to be announced.
- NAACP Freedom Fund Banquet
  - 2024 event details still to be announced.
- JC Board of Trustees Fall Planning Session (date varies Sept-Nov)
- JC Jets Golf Outing
  - 2024 event details still to be announced.
  -
- ACCT Leadership Congress
  - 10.23.2024-10.26.2024 at Arch/Washington State Convention Center, Seattle, WA

November:

- 2nd Monday - Regular Board of Trustees Meeting (all Trustees)
  - 11.13.2023; 5:30-8:30pm in the George Potter Center
  - 11.11.2024; 5:30-8:30pm in the George Potter Center
- JC Athletics Reverse Raffle
  - 11.11.2023; 5:00-9:00pm at Victor Cuiss Fieldhouse
  - 2024 event still to be announced.
- JC Board of Trustees Fall Planning Session (all Trustees)
  - 11.17.2023 at 8:00am in BW 144/145

- Respiratory Care Graduation Pinning Ceremony
  - 11.30.23 at 6:00pm in Harol Sheffer Music Hall

December:

- Jackson Symphony Guild Annual Holiday Ball
  - 12.2.2023 at 5:30pm at the Country Club of Jackson
- Nurse Pinning Ceremony
  - 12.13.2023 at 6:00pm in BW 144/145 RSVP by 12.8.2023

**BOARD OF TRUSTEES FALL PLANNING SESSION**

**Action & Information Report**

Board Meeting Date: November 17, 2023



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

**Subject to be Discussed and Policy Reference:**

10.0 Other Board Items  
 10.3 Holiday Event Planning

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

**Description:**

Would the Board like to consider the annual holiday event logistics, perhaps once again at the Wickwire House?

**Resource Impact:**

None

**Requested Board Action:**

Consider Holiday event logistics.

**Action Taken:**

**BOARD OF TRUSTEES FALL PLANNING SESSION**

**Action & Information Report**

Board Meeting Date: November 17, 2023



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

**Subject to be Discussed and Policy Reference:**

10.0 Other Board Items  
10.4 Board Items...

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

**Description:**

This time has been set aside for general discussion of the Board.

**Resource Impact:**

None

**Requested Board Action:**

General discussion.

**Action Taken:**

**BOARD OF TRUSTEES FALL PLANNING SESSION**

**Action & Information Report**

Board Meeting Date: November 17, 2023



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

<b>Subject to be Discussed and Policy Reference:</b>
<p>11.0 Plus / Delta</p> <p><b><u>BOARD POLICY:</u></b> GOVERNANCE PROCESS: GP-01 Governing Style</p>
<b>Description:</b>
<p>This item on the agenda provides the Board the opportunity to give the Board Chairman and the CEO 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.</p>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Consideration of areas for meeting content improvement
<b>Action Taken:</b>

**BOARD OF TRUSTEES FALL PLANNING SESSION**

**Action & Information Report**

Board Meeting Date: November 17, 2023



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

**Subject to be Discussed and Policy Reference:**

12.0 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:**