

Jackson College Board of Trustees Meeting

Fall Planning Session

November 18, 2024 08:00 AM



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(*) Indicates a roll-call item

MISSION DOCUMENTS

MISSION

Together we inspire and transform lives.

VISION

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

STATEMENT OF BELIEFS

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

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

MISSION DOCUMENTS

VALUES

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

BOARD OF TRUSTEES FALL PLANNING SESSION
Action & Information Report
 Board Meeting Date: November 18, 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?

8:00am 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,*"²⁸ a meeting of a public body must be open to the public. Though no board discussion or decisions are undertaken during the Board's dinner, the Jackson College Board has broadly interpreted this gathering to be a 'meeting of a public body' and, as such, is open to the public, though there is no opportunity for the public's input during this dinner gathering.

Resource Impact:

None

Requested Board Action:

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

Record of action(s) taken will be indicated in the minutes for this meeting.



Roberts Rule of Order for Small Assemblies

Board of Trustees
Jackson College, MI

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

I. General Principles:

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

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

II. Unique Components to Small Assemblies:

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

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

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

III. Amendments:

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

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

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

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

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

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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?

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 Fall Planning Session, followed by a recitation of the Pledge of Allegiance:

The Pledge:

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

Resource Impact:

None

Requested Board Action:

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

Record of action(s) taken will be indicated in the minutes for this meeting.

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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.

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3.0 Communications

3.1 Public Comments (limit of 5 minutes per person)

BOARD POLICY: BYLAWS

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 the time is modified by a majority vote of the Board. If a large group wishes to communicate the same message, the Board Chairperson may request that the group appoint a spokesperson to represent them and make remarks on behalf of the group. The Chairperson also reserves the right to conclude the public comment period if the comments become repetitive and do not add new information.

Trustees are not to engage the presenters per Board Policy, though the Board Chair will thank each presenter noting that the Board will take presenter comments under advisement. *Doing so avoids potential legal liability for the Board (individually and collectively), as well as disruption of the Board-CEO Delegation policies and related authority and duties.*

The Chairperson reads the following statement prior to persons offering comment, but regardless, it 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".

Requested Board Action:

Receive comments from persons wishing to address the Board.

Record of action(s) taken will be indicated in the minutes for this meeting.

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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

4.0 Board Governance

4.1 Workshop: Artificial Intelligence

BOARD POLICY: GOVERNANCE PROCESS: GP-10 Investment in Governance

Description:

Jackson College Chief Information Officer, Doug Yenor, will offer the Board an artificial intelligence workshop, an opportunity for continued education to enhance your Policy Governance capabilities.

Resource Impact:

None

Requested Board Action:

Information Only

Record of action(s) taken will be indicated in the minutes for this meeting.



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: EXECUTIVE LIMITATIONS

Policy Title: Use of Artificial Intelligence and Machine Learning

Policy Number: EL XX

Date Adopted:

Version:

Date Last Reviewed:

Responsible Party: Chief Governance Officer

Reviewing Committee:

EXECUTIVE LIMITATIONS STATEMENT:

The CEO shall not cause or allow the use of Artificial Intelligence (AI) and machine learning technologies to deviate from ethical standards, compromise privacy, or fail to align with the Board's Ends priorities and the institution's mission.

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

1. Avoid ethical and legal compliance regarding AI utilization.
 - 1.1 Implement AI systems that do not adhere to applicable legal standards, ethical guidelines, and best practices in higher education.
 - 1.2 Allow the use of AI that could lead to discrimination, bias, or unfair treatment of any individual or group.
 - 1.3 Deploy AI technologies without a thorough ethical review process.
2. Neglect protection for individual and institutional privacy and security.
 - 2.1 Use AI in a manner that compromises the privacy of students, faculty, staff, or \ other stakeholders.
 - 2.2 Fail to implement robust data security measures to protect sensitive information used or generated by AI systems.
 - 2.3 Allow AI to access, process, or store data without appropriate consent and transparency measures in place.

- 3. Operate AI systems without transparency and accountability for use.
 - 3.1 Fail to maintain transparency about the purposes, capabilities, and limitations of AI systems used within the College.
 - 3.2 Deploy AI without establishing clear lines of accountability for its operation, outcomes, and impact on the college community.
 - 3.3 Implement AI systems without regular audits and evaluations to ensure compliance with ethical and legal standards.

- 4. Fail to consider the impact of AI on education and employment.
 - 4.1 Use AI in ways that undermine the quality of education or devalue the role of educators.
 - 4.2 Implement AI-driven decisions that significantly impact employment without due consideration of the human and social implications.
 - 4.3 Allow AI to replace human decision-making in areas where human judgment is essential.

- 5. Neglect to provide relevant and ongoing training and awareness of AI, its strengths, limitations, and responsibility for its use.
 - 5.1 Fail to provide adequate training for faculty, staff, and students on the ethical use and implications of AI.
 - 5.2 Deploy AI technologies without ensuring that users are adequately informed about how to use these systems responsibly and effectively
 - 5.3. Allow the use of AI without clear instruction to users regarding consequences for destructive or misuse.

Date Of Change	Version	Description of Change	Reviewing Trustees

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Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

4.0 Board Governance

4.4 Better Boards for a Better World – Book Review

BOARD POLICY: GOVERNANCE PROCESS: GP-10 Investment in Governance

Description:

I will facilitate a discussion of John P. Bohley, Jr. and Larry C. Spears' book Better Boards for a Better World, An Integrated Practice of Policy Governance and Servant-Leadership.

Chairman Crist and Trustees Lake, and Hoffman, and I received this book during the Govern for Impact Conference earlier this year. We had the occasion to listen to the author and appreciated his insights.

Please be prepared to discuss chapters 1-4.

Resource Impact:

None

Requested Board Action:

Information Only

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Subject to be Discussed and Policy Reference:

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4.0 Board Governance

4.5 Michigan Community College Act of 1966 Statutory Linkage – Policy Review

BOARD POLICY: GOVERNANCE PROCESS: GP-02 Board Job Contributions

Description:

I will highlight expectations of Boards as they relate to the State Statue
 Michigan Community College Act:

<https://www.legislature.mi.gov/documents/mcl/pdf/mcl-act-331-of-1966.pdf>

I want to spend some time with you to ensure that statutory elements are adequately
 addressed vis a vi our Board policies.

Resource Impact:

None

Requested Board Action:

Information Only

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4.0 Board Governance

4.6 Ownership Linkage – 3-Year Planning Cycle

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

Description:

I will facilitate a conversation of ownership linkage methodologies for the Board's consideration in developing a 3-year schedule for ownership linkage: FY '25 – FY '28.

If the methodology of in-depth interviews continues to be the Board's favored ownership linkage method, I will assist the Board in developing 10 strategies that the College could execute for the interviewees to consider during said in-depth interviews.

This could include revisiting the College's Mission & Vision Statements for possible revision.

Resource Impact:

None

Requested Board Action:

Consideration of ownership linkage planning for FY '25 – FY '28.

Record of action(s) taken will be indicated in the minutes for this meeting.



Ownership Linkage Practice

Board of Trustees

Jackson College, MI

Overview:

Ownership linkage work is pivotal for the Board of Trustees in its governance leadership work as it bridges the gap between governance and the Owners' aspirations for the community. Engaging in this process allows the Board to capture and integrate the nuanced perspectives and evolving priorities of those with a vested interest in the success of Jackson College, ensuring that governance decisions resonate with their core values.

This proactive, generative, strategic and future-focused engagement is vital in steering the organization's strategic trajectory, and underpinning decision-making with a deeper understanding of ownership expectations. It reinforces a culture of transparency and accountability within the Board's Policy Governance framework, strengthening trust and participation among Owners, as well as Stakeholders. Ultimately, Ownership Linkage is key in formulating policies and strategic directions that are not only responsive to the current regional ecosystem, but also reflective of the Owner's collective vision and future needs, thereby bolstering Jackson College's effectiveness and alignment with its fundamental mission.

In essence, the principal of Ownership Linkage is about effectively connecting with, understanding, and incorporating the perspectives of those with a moral stake in the success of Jackson College, into the governance process, aligning the Board's actions and decisions with the values and needs of its Owners, thereby enhancing the organization's effectiveness, relevance, and accountability.

According to Janice Moore, John Carver's Policy Governance model suggests several key purposes through the use of Ownership Linkage in effective governance:

- **Clarifying Accountability** - This process ensures that the Board genuinely represents and is accountable to the organization's 'Owners' - those with a moral investment in Jackson College's conduct and outcomes.
- **Informing Decision-Making** - Interacting with Owners provides the Board with critical insights that shape its decisions, particularly concerning the organization's goals and impacts.
- **Ensuring Relevance and Responsiveness** - Regular engagement with Owners ensures the organization remains aligned with their evolving needs, values, and expectations, adapting as necessary.
- **Fostering Trust and Transparency** - Ownership linkage demonstrates the Board's commitment to openness, building trust by showing that Owner perspectives are considered in decisions.

- Guiding Strategic Direction - Owner input is vital for aligning the organization's goals and strategies with Owner expectations and needs.
- Enhancing Board's Knowledge and Perspective - These activities expand the Board's understanding of the operational environment, aiding informed, strategic decisions.
- Balancing Diverse Interests - It assists the Board in balancing the varied interests within the Ownership, ensuring decisions reflect broader ownership interests.
- Building Engagement and Participation Culture - The practice encourages Owners to actively participate in governance and the organization's success.
- Creating a Feedback Loop - Establishes continuous feedback between the Board and Owners, enabling governance and organizational performance improvement.
- Supporting Policy Development - Owner input is crucial in developing and refining policies, especially those defining Jackson College's desired outcomes.

Defining the JC Owners:

As the Board considers who the Owners of Jackson College are, the Board asks itself the following:

1. Who has the long-term interest in the success of Jackson College – electors, taxpayers, citizens?
 - a. Electors
 - i. Electors in MI (individuals living in the College districts who are MI residents, US citizens, 18 years of age, and not currently serving a sentence in jail or prison) have the authority to hire and fire the Board.
 - ii. Electors could be considered “legal Owners”.
 - b. Taxpayers
 - i. Taxpayers have a financial interest in the College because as the College does well, then values, reasonably, improve – through an educated populous, etc.
 - ii. If the College were to dissolve, the remaining assets would be distributed amongst the property taxpayers of Jackson County.
 - iii. Taxpayers could be considered “funders”, to which the College has an accountability.
 - c. Citizens
 - i. Not all citizens are electors or taxpayers. Not all electors are taxpayers.
 - d. 2024 Consideration: The category of taxpayers encompasses those that are both citizens and electors, making ‘taxpayers’ the most inclusive Owner focus group to consider when defining and engaging the Owners of Jackson College.
 - e. **2024 Board Conclusion: The Owners of Jackson College are the citizens of Jackson County.**

Most Recent Ownership Linkage History:

From June of 2020 to October of 2022, with a wide reach into the community focus group meetings, the Ownership-Linkage Committee met with members, particularly Board members, of the below organizations.

June 2020

Jackson Preparatory & Early College

February 2021

Jackson Public Schools

March 2021

- Jackson County Chamber of Commerce (Part I)
- Vandercook Lake Board of Education

January 2022

- Jackson County Chamber of Commerce (Part II)
- Northwest Community Schools

March 2022

- East Jackson Schools
- Jackson Area Manufacturers Association

May 2022

- Summit Township Board
- Jackson City Council

June 2022

- Big Brothers Big Sisters of Jackson County
- Jackson County Board of Commissioners
- United Way of Jackson County

July 2022

- Jackson County Intermediate School District Board of Education

October 2022

- Jackson County Farm Bureau

Additional organizations that were unable to participate logistically during this same timeframe included:

- Queen of the Miraculous Medal Pastoral Council
- Lily Missionary Baptist
- Jackson Enterprise Group
- Jackson Young Professionals Board

Two organizations that declined participation included:

- Blackman Township Board

- Liberty Township Board

Organizations / Groups to possibly include for future ownership linkage:

- Queen of the Miraculous Medal Pastoral Council
- Lily Missionary Baptist
- Jackson Enterprise Group
- Jackson Young Professionals Board
- Township Boards
- Vista Grand Villa
- School Principals
- Technicians
- Henry Ford Jackson Hospital Board
- Nurses
- Jackson Catholic Schools
- Rotary
- Lions
- Kiwanis
- Frist Responders – Police, Sheriff, and Fire Departments
- Jackson County Chamber Leadership Jackson

Ownership Linkage Methodologies:

There are a variety of methodologies that the Jackson College Board of Trustees can use in order to gather relevant, forward-thinking, future-focused insights that can assist the Board in its ENDS policy development that will ultimately require the Chief Executive Officer's attention and delivery. The means of gathering this important information can be used concurrently, over months or over many years. Finally, the collection of Ownership Linkage is not required to acquisition each year. Indeed, there should be sufficient time provided to the CEO in order to effectuate changes to ENDS policy statements as they are updated by the Board. Tools for Ownership Linkage information gathering include:

- Owner Advisory Groups: The methodology involves creating groups made up of Owners to provide advice and share their views on specific matters.
- In-depth Interviews and Focus Groups: Individual interviews offer rich, nuanced data, while focus groups leverage the dynamic of group interaction to extract diverse perspectives and deeper insights into collective behaviors and attitudes.
- Digital Footprint Analysis and Social Media Scrutiny: Leveraging sophisticated tools to scrutinize online interactions and social media engagements can yield insights into prevailing trends, preferences, and public opinions.
- Examination of Public Archives and Existing Datasets: Utilizing pre-existing data from public domains or prior research studies can furnish valuable insights without necessitating primary data collection.
- Crowdsourcing Techniques: Engaging distributed crowds through platforms like Amazon Mechanical Turk or utilizing social media networks enables the aggregation of extensive data sets from diverse demographics.

- Interactive Workshops and Community Dialogues: Facilitating forums where participants can engage in collective deliberation and feedback offers unique insights, particularly for community-focused initiatives.
- Targeted Polling Methods: Conducting succinct polls, whether digitally, telephonically, or face-to-face, provides immediate feedback on specific queries, although with a potential trade-off in depth for speed.
- Direct Conversations: Talking to Owners in person, like at casual café meetups or formal annual meetings, to get their thoughts and feedback.
- Informed Opinion Polls: Bring together a group of representative Owners, give them detailed information on certain topics, and then ask for their opinions.
- Special Invitee Meetings: Ask important people or experts in the Owner group to meet and talk about specific issues in depth.
- Quick On-the-Spot Surveys: Do short surveys in places where people naturally gather, like malls or parks, to get quick opinions.
- Visiting Established Groups: Go to places where people already meet, like community centers or churches, to talk and listen to their views.
- Collaboration with Similar Boards: Work together with other boards that have similar types of Owners to understand what's important to them.

What to Ask JC Owners:

The following list is designed to elicit detailed and forward-looking responses from the Ownership of Jackson College, guiding its strategic direction and ensuring alignment with the community's evolving needs:

1. **Adapting Curriculum to Future Trends**: "How should our Jackson College modify its curriculum to align with technological advancements and societal changes expected over the next decade?"
2. **Enhancing Lifelong Learning Opportunities**: "What approaches should Jackson College take to bolster lifelong learning and adult education, in response to the growing demand for continuous skill development in a rapidly evolving world?"
3. **Global Perspective Integration**: "What methods can Jackson College employ to incorporate global perspectives into its programs, preparing students for a globally interconnected society?"
4. **Community College's Role in Digital Shifts**: "In the context of widespread digital transformation across industries, what should be Jackson College's role in facilitating our community's adaptation to these changes?"
5. **Emphasizing Sustainability Education**: "Given the increasing concerns about environmental sustainability, what level of focus should Jackson College place on environmental education and sustainable practices?"
6. **Mental Health Support Initiatives**: "What initiatives or programs should be implemented by Jackson College to enhance student mental health and overall well-being?"
7. **Promoting Equity and Social Justice**: "What measures can Jackson College take to actively foster equity and social justice in our community?"

8. Collaborative and Experiential Learning Models: "What is your viewpoint on Jackson College developing partnerships with businesses and industries to provide experiential, hands-on learning opportunities?"
9. Focus on Emergent Study Fields: "Which emerging study fields should Jackson College prioritize to equip students for the future job market?"
10. Improving Community Feedback Mechanisms: "How can we better our feedback systems to ensure continuous alignment with community needs and effective adaptation to future challenges and opportunities?"
11. Addressing Changing Demographics: "What strategies should Jackson College implement to adapt its services and programs to the evolving demographic composition of our community in the next decade?"
12. Role of Artificial Intelligence in Future Education: "What role do you envision for artificial intelligence in the future educational landscape, and how should Jackson College prepare for this integration?"
13. Fostering Entrepreneurial Capabilities: "How critical is it for Jackson College to nurture entrepreneurial skills in students, and what specific initiatives would you suggest for this purpose?"
14. Developing Student Resilience: "In an era marked by uncertainties, how can Jackson College contribute to cultivating resilience and adaptability in its students?"
15. Cultural Competence Enhancement: "What strategies should Jackson College employ to boost cultural competence and global awareness amongst students in a diversifying world?"

Proposed Schedule for Ownership Linkage: FY'25 - FY'28:

FY'25

- In-depth Interviews – Ask: Group selects their top 3 of a list of 10 strategies that the College could execute.
Proposed interviewee:
 - Hospital Board (On campus)

FY'26

- In-depth Interviews – Ask: Group selects their top 3 of a list of 10 strategies that the College could execute.
Proposed interviewee:
 - Enterprise Group (On Campus)

FY'27

- In-depth Interviews – Ask: Group selects their top 3 of a list of 10 strategies that the College could execute.
Proposed interviewee:
 - Summit Township
 - Conglomerate of Townships – (at their meeting)

FY'28

- County Owners Survey – Owners respond by prioritizing a group of suggested strategies that the College could execute.

Next Steps:

Board Fall Planning Session (November 18, 2024):

1. Confirm Proposed Ownership Linkage Plan for FY'25-FY'28
2. Generate the 10 strategies that the College could execute for the interviewees to consider during in-depth interviews.
3. Revisit the College's Mission & Vision Statements for possible revision.

BOARD OF TRUSTEES FALL PLANNING SESSION
Action & Information Report
 Board Meeting Date: November 18, 2024



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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

4.0 Board Governance

4.7 Stress Test – After Action & Case Study

BOARD POLICY: GOVERNANCE PROCESS: GP-10 Investment in Governance

Description:

I thought it appropriate that we spend some time undertaking a post hoc discussion relative to our Board/CEO experience with the Pandemic, as well as matters pertaining to last fall. Through discussion about the pluses and deltas of those experiences, we improve our learning and preparation for the future as a Board/CEO team.

Additionally, I will offer a case study to stress test the Board's Policy Governance capabilities. Such table-top exercises are an excellent hedge against potential future issues. I hope you find the process valuable.

Resource Impact:

None

Requested Board Action:

Information Only

Record of action(s) taken will be indicated in the minutes for this meeting.

BOARD OF TRUSTEES FALL PLANNING SESSION

Action & Information Report

Board Meeting Date: November 18, 2024



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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

5.0 College Updates & Considerations

5.1 Belonging & Inclusion Update

BOARD POLICY: EXECUTIVE LIMITATIONS: EL-01 Treatment of Learners
 EL-02 Treatment of Staff

Description:

In response to Trustee Simpson's request at the 10.14.24 Regular Board Meeting, Director of Inclusive Excellence, Antoine Breedlove, and Chief Strategy & Institutional Research Officer, Ashley Van Heest, will present the current belonging and inclusion work of the College.

I will also be offering some related updates on our work and plans going forward, particularly in light of national matters.

Resource Impact:

None

Requested Board Action:

Information only.

Record of action(s) taken will be indicated in the minutes for this meeting.

BOARD OF TRUSTEES FALL PLANNING SESSION
Action & Information Report
 Board Meeting Date: November 18, 2024



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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

5.0 College Updates & Considerations

5.2 5-Year Master Planning & Financial Considerations

BOARD POLICY: EXECUTIVE LIMITATIONS: EL-04 Financial Conditions & Activities
 EL-03 Planning

Description:

For the Board's consideration, Jason Valente (Chief Facilities & Logistics Officer), John Globoker (Chief Financial Officer), team members, and I will provide highlights of the rolling 5-year master plan and financial forecast.

Requested Board Action:

Review as information and ask the team and I any questions the Board may have.

Record of action(s) taken will be indicated in the minutes for this meeting.

BOARD OF TRUSTEES FALL PLANNING SESSION

Action & Information Report

Board Meeting Date: November 18, 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?

12:00pm Board Lunch [No Board discussion/decisions]

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

Description:

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

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

Resource Impact:

None

Requested Board Action:

Board members partake in a purely social lunch gathering.

Record of action(s) taken will be indicated in the minutes for this meeting.

BOARD OF TRUSTEES FALL PLANNING SESSION

Action & Information Report

Board Meeting Date: November 18, 2024



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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

- 5.0 College Updates & Considerations
- 5.3 Medical Simulation Center Update

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

Description:

Jason Valente (CFLO) and Heather Ruttkofsky (Dean of Health Sciences, Business, & Information Technology) will present the Board with an update on progress with the Medical Simulation Center thus far.

Requested Board Action:

Review as information and ask Heather any questions the Board may have.

Record of action(s) taken will be indicated in the minutes for this meeting.

BOARD OF TRUSTEES FALL PLANNING SESSION
Action & Information Report
 Board Meeting Date: November 18, 2024



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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

- 5.0 College Updates & Considerations
- 5.4 CAT Building Project Consideration

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

Description:

In light of the failure of our millage request of Jackson County Voters, I have asked members of our power and utility project team to outline a unique opportunity for the Board's consideration.

Requested Board Action:

Review as information and ask the team and I any questions the Board may have.

Record of action(s) taken will be indicated in the minutes for this meeting.

BOARD OF TRUSTEES FALL PLANNING SESSION

Action & Information Report

Board Meeting Date: November 18, 2024



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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

5.0 College Updates & Considerations

5.5 100-Year Anniversary Planning

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

Description:

As the College comes up to our 100th year anniversary in 2028, I would appreciate the Board's input as to what ways you might prefer to celebrate and promote that moment with our owners, stakeholders, and employees.

Enclosed is a preview of the year-long centennial celebration that our Marketing department has been developing.

Requested Board Action:

Consideration of how to celebrate and promote the College's 100th year anniversary.

Record of action(s) taken will be indicated in the minutes for this meeting.

JACKSON COLLEGE

CENTENNIAL CELEBRATION

Jackson College was established in 1928 as Jackson Junior College and operated as a division of the Jackson Union School District. In 1962, Jackson County voters created Jackson Community College as a distinct entity; and in 1964, they passed a charter millage that still helps to fund the College today.

In 2028, Jackson College will launch a year-long centennial celebration – a historic opportunity to recognize JC's extraordinary past, communicate the impact of the present and look toward the potential of JC's future.

We celebrate the 100 years since that historic moment and look forward to JC's second century.

JANUARY

Centennial Celebration Kickoff

We will kick off the year-long celebration with the start of a weekly social campaign featuring alums through the years.

Rev. Dr. Martin Luther King Jr. Commemoration

Open to faculty, staff, students, alumni and the Jackson community, this Centennial event will honor the life and legacy of Rev. Dr. Martin Luther King, Jr. In addition to a keynote and a medal recipient tie in the history of JC for the audience.

Winter Chill Party

Fun wintry-themed food, beverages, giveaways and activities! All faculty, staff, students and invited guests are welcome. Hangar

FEBURARY

Birthday Celebration

We celebrate the actual founding date “birthday” Feb. 16, 1928 with a celebration in the Jets Air Station. The entire JC community (faculty, staff, alums and area residents) is invited for birthday cake, special guests and musical performances.

MARCH

Partner Exposition

Invite on-campus and off-campus partners to participate in an open house exposition to share their business information. Bert Walker Hall 144-145

HealthWise Community Health Opportunity

Join JC’s Allied Health and Nursing faculty and students for a day long health testing and information sharing event. View the historical display of medical instruments in the lobby of the HLC. Health Science Laboratory

APRIL

Program/Pathway Showcase

Plan an Open House for community members to come out to Central Campus to learn more about JC’s programs, pathways and other offerings: Free tuition for senior, CCE offerings credit and non-credit, employment services, astronomical observatory, the Jets Air Station. Bert Walker Hall 144-145

MAY

Commencement Slide Show

Prepare a digital history slide show to run prior to both Commencement ceremonies.

Honors Celebration

Plan a historic spin to this annual event (invitation only) that honors distinguished service recipient, outstanding student and Ethelene Jines Crockett recipient. Perhaps invite back past recipients.

JUNE

Baseball Outing

Plan a group trip to Tiger Stadium or Lansing Lugnuts.

It's A Great Day To Be A Jet Open House Outing

Typically a very successful open house for high school students/graduates, let's try and expand this to include adult learners. Those wishing to change careers or finish what they started

JULY

Community BBQ

Enjoy a day on JC's Central Campus. Tours of buildings, lawn games, blow up attractions for kids, food, entertainment (perhaps a concert by a local celebrity), giveaways and more!.

AUGUST

[Back to School Supplies and Backpack Giveaway](#)

Coordinate with other groups to provide supplies and backpacks, along with winter hats, coats gloves and boots..

SEPTEMBER

[Fall Fest](#)

Planned for the Wickwire backyard for JC employees and their guests. Bonfire and finger food.

OCTOBER

[Spooktacular](#)

Enhance this annual event with a Halloween movie(s) in Sheffer Music Hall.

NOVEMBER

[Inspirational Speaker](#)

Perhaps seek out a JC alum but if not someone who is well know who might come to Jackson to speak on a current topic or and have an inspirational message..

DECEMBER

Holiday Celebration for Employees and Community

Santa, hot chocolate, Christmas cookies. Enjoy entertainment by JC's own Jazzy Jets, Drumline, Vocal Point and Community Concert Band. Perhaps add a special performance by JC Theatre students.

OTHER

Monthly Speaker Series

Invite JC alums and community members to plan a 40-minute presentation, light refreshments will be offered.

Student Led Information Sessions

Invite JC students to plan a 40 minute presentation, light refreshments will be offered.

JC Now 100 Years and Counting Magazine

Update the magazine we create in 2018 for the 90th celebration

Light Pole Banners

Update existing art to have a 100th centennial message.

Videography

Add new videos to the library we have from the 90th , shar these videos on a special web page and on social media.

Graphic Updates to Signage and Email Communication

Add 100 centennial logo to all.

BOARD OF TRUSTEES FALL PLANNING SESSION

Action & Information Report

Board Meeting Date: November 18, 2024



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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

5.0 College Updates & Considerations

5.6 Campaign Potential Planning

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

Description:

Julie Hand, our Chief Advancement Officer, will join me in describing our initial thoughts about a campaign. I would appreciate your input as we move this possibility forward.

Please note that such a campaign would have engagement implications for the Board, and in particular, the Board Chair, in planning and participation in cultivation activities, as well as specific requests of the donor community.

Requested Board Action:

Consideration of a College campaign.

Record of action(s) taken will be indicated in the minutes for this meeting.

BOARD OF TRUSTEES FALL PLANNING SESSION

Action & Information Report

Board Meeting Date: November 18, 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?

6.0 Plus/Delta

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

Record of action(s) taken will be indicated in the minutes for this meeting.

BOARD OF TRUSTEES FALL PLANNING SESSION

Action & Information Report

Board Meeting Date: November 18, 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?

7.0 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

Record of action(s) taken will be indicated in the minutes for this meeting.